

An evaluation of the implementation of sector policing in the Yeoville policing area

by

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SUPERVISOR: PROF H F SNYMAN

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DECLARATION

I, Ramathetje Brenda Makgati, declare that this dissertation: An Evaluation of the Implementation of Sector Policing in the Yeoville Policing Area, is my own work and that I have acknowledged all the sources that I have consulted by accurately listing them in my list of reference.

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To whom it may concern

This letter serves to inform you that I have done language editing, proofreading and formatting of references on the thesis

AN EVALUATION OF THE IMPLEMENTATION OF SECTOR POLICING IN THE YEOVILLE POLICING

AREA

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This academic achievement is dedicated to my father, Mr Mampuputlane David Maphutha, who has always believed in me. He encourages me to achieve my life goals and says that if my determination is greater than the fear within me, anything is possible. He talks with a smile, with happiness that is felt over the phone, saying: “Congratulations! I am very proud of you, my girl”. His words gave me the strength to work hard in manifesting my goals, even to this point.

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SUMMARY

The SAPS has for years been forging ways of preventing and reducing crime as well as enhancing service delivery to the communities they are serving. They came up with policing strategies such as community policing and sector policing which require that the police and the community work together in addressing the root causes of crime as well as the enabling and contributing factors for effective crime prevention. The implementation of sector policing is governed by National Instruction 3 of 2013 and community policing is guided by the manual for community policing policy framework and guidelines.

The primary aim of this study was to evaluate the implementation of sector policing in the Yeoville policing area. A qualitative research method was used for this study. An interview schedule was designed and all participants were asked similar questions during the interviews. The data collected was audio taped and transcribed verbatim. A literature review was also conducted to get a better understanding of the subject matter 'community policing and sector policing'.

The objectives of this study were fulfilled considering that:

- The level of understanding of the concept sector policing by the police and the community was determined.
- The challenges in the implementation of sector policing were identified.
- The corrective measures to improve the implementation of sector policing were identified.

However, there is no monitoring and evaluation tool to measure the success of sector policing and no funds were allocated for its implementation, and these are some of the factors hindering its effective implementation. Recommendations were made and this study contributes significantly to the understanding of the proper implementation of sector policing by the SAPS for it to be effective. This study's findings show that sector policing can enhance service delivery and reduce the occurrence of crime if implemented accordingly.

KEY TERMS

Community police forum

Community police relations

Community policing

Crime prevention

Hotspots

Partnership

Policing

Problem-oriented policing

Sector forum

Sector policing

LIST OF ACRONYMS

ACCU	- Area Crime Combating Unit
ADF	- African Diaspora Forum
ANC	- African National Congress
BAC	- Business Against Crime
COP	- Community Oriented Policing
CPF	- Community Police Forum
DA	- Democratic Alliance
DRC	- Democratic Republic of Congo
GBV	- Gender-Based Violence
GDS	- Growth and Development Strategy
IFP	- Inkatha Freedom Party
IOM	- International Organization for Migration
IPID	- Independent Police Investigative Directorate
JHB	- Johannesburg
KZN	- KwaZulu-Natal
MEC	- Member of the Executive Committee
NCOP	- National Council of Provinces
NCPS	- National Crime Prevention Strategy
NDP	- National Development Plan
NI	- National Instruction
NICASA	- Nigerian Citizens Association in South Africa
NPA	- National Peace Accord
PMG	- Parliamentary Monitoring Group
POP	- Problem-Oriented Policing
RISDP	- Regional Indicative Strategic Development Plan
SADC	- Southern African Development Community

SADCC	- Southern African Development Coordination Conference
SANDF	- South African National Defence Force
SAP	- South African Police (pre-1994)
SAPS	- South African Police Service
SARPCCO	- Southern African Regional Police Chiefs Cooperation Organisation
SPF	- Sector Policing Forum
UK	- United Kingdom
UNISA	- University of South Africa
US	- United States

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CHAPTER ONE

GENERAL ORIENTATION

1.1 INTRODUCTION

Sector policing is a policing style which is of British origin that distributes policing functions among local authorities and the police as compared to traditional policing. It is a policing technique that facilitates the execution of the ideology of community and partnership policing in the sense that the police station's area of jurisdiction is separated into smaller sectors for easy management, thus enhancing interaction with the community. It is a practical manifestation of community policing - a policing style that involves the police, the community, and other external stakeholders in crime-related discussion to identify crime sources and develop possible solutions for implementation. Apart from being a policing style, community policing can be regarded as a secondary crime prevention strategy. This study aimed to evaluate the implementation of sector policing at Yeoville South African Police Service (SAPS) as well as the understanding of sector policing by the community and police officials. Sector policing and community policing will be discussed in detail in Chapters two and three.

In this chapter, the background, research problem, aim and objectives, as well as the value of the study will be presented. The key concepts of the study will also be defined and clarified. A summary of the chapter will be outlined at the end of the chapter.

1.2 BACKGROUND

Sector policing is the practical outcome of community policing and an extension of the concept of 'visible policing' with geographic focus, problem-solving methodologies, and community consultation being its significant aspects (Minnaar, 2004:6). The SAPS emphasised the importance of active community involvement in the fight against crime through the introduction of community policing as a policing style after the general elections in 1994 (Buthelezi, 2012:1). According to Dixon and Rauch (2004: 21) and Maroga (2004a:13) the idea of sector policing was brought to South Africa from the United Kingdom (UK) and the United States of America after South Africa became a

democratic state in 1994. The SAPS officially implemented sector policing as a policing style during the 2002/2003 financial year and implemented it at the police stations where crime was prevalent, and Yeoville SAPS was among the identified stations with high crime rate (SAPS, 2008:100; SAPS, 2015:7). During the 2002/2003 fiscal year sector policing was guided by the 2003 draft National Instruction (Van Niekerk, 2016:1).

Yeoville SAPS is situated in Yeoville suburb which is in the North East of Johannesburg (JHB) and serves the community of Yeoville, Bellevue, and Bellevue (Anon, n.d.: 1; Bloom, 2019; Benit-Gbaffou, Charlton, Didier, & Dormann, 2019). Yeoville was often a refuge from the violence of the state during Apartheid, sheltering dissidents such as communist lawyer Bram Fisher and Nelson Mandela (Webster, 2019). Yeoville was designed in the 19th century when Johannesburg's mining sector grew with the intention to attract wealthy individuals looking for housing in a clean and serene area (Anon, n.d.: 1; Benit-Gbaffou et al, 2019). However, it became home to a majority of lower-middle and working-class people, with the Eastern European Jewish immigrants dominating, and was named a White area under the Groups Areas' Act during the Apartheid era (Anon, n.d.:1; Benit-Gbaffou et al, 2019). The demographic of Yeoville started to change in the 1970s when residents relocated to the posh districts of JHB such as Sandton, and others to Cape Town when their financial status improved. This move was to free whites and some black residents whose financial status has improved, from black people who hijacked buildings in Yeoville (Webster, 2019; Anon, n.d.:5). This movement gave Black people an opportunity to migrate in, resulting in a significant shift in the population of Yeoville (Anon, n.d.:5). These Africans hijacked the vacant buildings and posed as landlords, renting them to multiple families, making the houses overcrowded (Anon n.d.: 8). Their tenants were mostly unemployed illegal migrants who came to South Africa after 1994, hoping to get employment (Anon n.d.: 8). As a result, Between 1980 and 2001 the Black population of Yeoville increased from 9.8% to 78% while the White population decreased from 89% to 15%, whereas in 1970 more than eight out of 10 Yeovillites were White (Smither, 2013; Webster, 2019).

The shops along the major commercial strip of Rocky-Raleigh Street were sold and the new owners turned them into nightclubs and cafes (Anon, n.d.:5; Mpofo, 2020).

These formal business sections were supplemented on a large portion of the residential streets by minuscule casual spaza shops cut out of private units, giving Yeoville its extraordinary fascination as a meeting point for African immigrants in Johannesburg (Benit-Gbaffou et al, 2019). The nightclubs attracted a much rougher crowd and Yeoville became regarded both locally and globally as JHB's top entertainment destination (Anon, n.d.:8). Its nightlife expanded and it became infamous for acts of criminality and pollution (Kekana, 2016), leading to an increase of homeowners deserting their properties (Anon, n.d.: 5-8; Benit-Gbaffou et al, 2019; Khoza, 2019).

The number of guest houses in Yeoville in 2015 and 2016 increased drastically. Most of them were used as fronts for illegal activities such as prostitution, alcohol, and drugs which led to the real risk of the formation of gangs (Smither, 2015). Ward councillor, Sihlwele Myeki, and Minister of Police, Mr Bheki Cele, supported the statement that some of the guest houses and hijacked buildings were fronts for illegal activities (Kekana, 2016; Dlulane, 2019). The minister of Police, Mr Bheki Cele, also stated that on the 14th of May 2019 they (Mr Bheki Cele and the Yeoville police) had raided a guest house in Yeoville where they have rescued 13 girls who were trafficked by a pastor for prostitution and were stuck there, and the suspect was arrested (Selepe, 2019; Magubane, 2019; Gori, 2019). Mr Bheki Cele made a promise that South Africa would not be ruled by criminals or co-governed with criminals (Dlulane, 2019).

The community of Yeoville marched to Yeoville SAPS due to these appalling acts of criminality and submitted a memorandum to the station management citing issues such as the hijacking of buildings by foreign nationals for prostitution and drug dens, as well as the alleged mismanagement of the police station (Selepe, 2019). The community members were complaining about the far fewer effective services which were being provided by the Yeoville SAPS (Anon, n.d.: 8). They complained about high crime rate in the area and mentioned that the police are doing nothing about it (Gori, 2019). The authorities had lost control of Yeoville and were generally not interested to act (Smither, 2015). Anon (n.d.:10) held that the service delivery in Yeoville had deteriorated due to the growing population and the changing class character of the community.

Following a march by the community members to the Yeoville SAPS, the Ministerial Imbizo was hosted in Yeoville on the 15th of June 2019 by the Minister of Police, Mr Bheki Cele, Minister of Home Affairs, Dr Aaron Motsoaledi, and the Gauteng Department of Public Safety addressing the community members' concerns (Ngubane, 2019). The Imbizo came as a result of a shooting incident which took place in Yeoville on the 21st of May 2019 whereby it was alleged that a police officer shot and killed an African male known as Sazi Ngubane after he had fired four shots in the air as a sign of grieving for his brother who was killed violently in Yeo Street in Yeoville (Rupiah, 2019). According to the Independent Police Investigative Department (IPID) spokesperson, Mr Moses Dlamini, the police rushed to the crime scene where gunshots were fired and a man who had a firearm in his right hand fired two shots at the police and the police officers retaliated and fatally wounded him (Gous, 2019).

During the Imbizo one community member said that at a street corner in Yeoville you can get a fraudulent payslip, bank statement, and even an identity document. Another said that they are no longer sure whether the police are paid by the state or the criminals (Ngubane, 2019). Mr Bheki Cele promised them that he would end lawlessness in the area and also assured them that he will come up with a plan to root out corruption in the SAPS and he will come back to implement it (Ngubane, 2019). The community of Yeoville pleaded with Minister Bheki Cele and Minister Aaron Motsoaledi to apply the laws that were already in place to curb crime in the country. Minister Dr Aaron Motsoaledi on the issue of undocumented foreign nationals who were already in the country, said that he had been instructed by the President of the country, Mr Cyril Ramaphosa to ensure that the Border Management Authority Bill came into law. Minister Motswaledi promised to fast-track things with the National Council of Provinces (NCOP) as the Bill had already been passed by the National Assembly. The Bill would clamp down on illegal border crossing (Dlulane, 2019). Despite several attempts by the Yeoville SAPS to combat crime, ward councillor, Sihlwele Myeki, still stated that the efforts by the law enforcement officials to clamp down on crime had not yielded any results (Kekana, 2016).

From the Southern African Development Community (SADC) region, South Africa is regarded as having the largest number of migrants as it hosts 58,7% of them (SADC Regional Indicative Strategic Development Plan (RISDP), 2020: 2). Yeoville can still

be seen as the gateway to Johannesburg for several generations of foreign migrants (Benit-Gbaffou et al, 2019). The International Organization for Migration (IOM) (2020) held that there are estimates of about 300 000 refugees in South Africa. Former Deputy Minister of Police Mr Bongani Mkongi held the same sentiments that 80% of Johannesburg's inner-city residents were foreign nationals (Khumalo, 2019). The Yeoville station commander, Colonel Mahasha, also acknowledged to the Democratic Alliance (DA) in March 2019 that Yeoville was one of the highest illegal immigrants' hotspots in Gauteng and further stated that they detained an average of five illegal immigrants daily (Steenhuisen, 2019). In 2011 the census indicated that Yeoville had a population of 18884, of which 9774 were males and 9110 were females, with an area of 0.97 km² and 5310 households (Frith, 2011). Robinson Sathekge, the head of the city of JHB's migrant help desk, held a different view that currently, the city does not have an accurate percentage as to the number of migrants in the city because the Department of Home Affairs relies on the statistics produced through census by Statistic South Africa which takes place every 10 years. The last national census which was in 2011 showed that foreign nationals living in Yeoville alone were 48.8% (Khumalo, 2019). Robinson Sathekge further indicated that a major population change may have taken place since 2011. In 2011 the census recorded a total of 2.2 million immigrants living in South Africa, a country which had a population of 52 million and in 2019 the number of migrants living in South Africa almost doubled to approximately 4.2 million, in a country with an estimated population of 58.78 million (Khumalo, 2020; IOM, 2020). Steenhuisen (2019) holds that no government can make any progress in the fight against crime being in a state of crisis that South Africa is facing regarding the high number of illegal immigrants that are in the country. The SAPS reported to the Department of Home Affairs Portfolio Committee alleging that their resources were being heavily taxed by out-of-budget expenditure on immigration detention which is Home Affairs' competency (Steenhuisen, 2019).



Figure 1.1: Gauteng Map showing the overview of Yeoville area (Maphill, 2019)

Yeoville is near Houghton Estates, a wealthy and quiet suburb in Johannesburg where the first Black President of South Africa, Dr Nelson Rolihlahla Mandela’s home was (SA venues, 2019). Yeoville is also closer to the Constitution Hill and Observatory (eNCA, 2015; Webster, 2019; Benit-Gbaffou et al, 2019). Houghton Estate has first-class bars, restaurants, golf courses and coffee shops ideal for relaxation (The Houghton Estate, 2019).

The Constitution Hill Human Rights Precinct is at no. 11 Kotze Street in Braamfontein, Johannesburg. It used to be a prison and a military fort where well-known and respected men and women such as Nelson Mandela, Mahatma Gandhi, Joe Slovo, Albertina Sisulu, Winnie Madikizela-Mandela, and Fatima Meer were imprisoned at Old Fort, Women’s Jail and Number Four. This former prison bears witness to South Africa’s tempestuous history. It was inaugurated on 21 March 2004 and is today a museum and a home to the Constitutional Court, which is the apex court in South Africa. Today, the Constitutional Hill is a place dedicated to preserving history, teaching the public, and promoting tourism (Constitution Hill, 2019).

Table 1.1 shows the crime trends in Yeoville between the years 2016 and 2020 (see Appendix A). Crime Hub (2020) reported the decrease and increase in Yeoville crimes which are categorised as community-reported serious crimes and crimes detected as a result of police action. Yeoville saw an increase in TRIO crimes in the financial year

2019/2020. TRIO crimes are crimes which are committed by criminals often using firearms and these crimes are carjacking, robbery at residential and non-residential premises (SAPS, 2021). Contact crimes, contact-related, property-related, and other serious crimes are classified as community-reported serious crimes (SAPS, 2021). Crimes that have been detected through police action are crimes which are discovered by the police through the use of intelligence and the positioning of the law enforcement officials as these crimes are often not conveyed to the police. These crimes are usually documented after a suspect has been arrested for crime such as illegal possession of firearm, drugs, drunken driving, driving under the influence of any other intoxicating substance, and sexual offence (SAPS, 2021).

In 2019, murder cases in Yeoville increased from 27 which was reported in 2018 to 30 and decreased to 20 in 2020 which is a 33,3 percent decrease. Sexual offences increased from 51 in 2018 to 76 in 2019 and decreased to 63 in 2020, which is a 17.1 percent decrease. Attempted murder increased from 23 in 2018 to 38 in 2019 and decreased to 31 in 2020, which is an 18.4 percent decrease. Assault with intent to inflict serious bodily harm showed an increase from 498 in 2018 to 502 in 2019 but decreased to 477 in 2020, which is a 5 percent decrease. Common assault increased from 267 in 2018 to 327 in 2019 and further increased to 342 in 2020, which is a 4.6 percent increase. Common robbery increased from 220 in 2018 to 237 in 2019 and further increased to 240 in 2020, which is a 1.3 percent increase. Robbery with aggravating circumstances decreased from 499 in 2018 to 447 in 2019 and decreased further to 393 in 2020, which is a 12 percent decrease. The total decrease in contact crimes is 5.5 percent (Institute for Security Studies, 2020).

Carjacking cases decreased from 64 in 2018 to 37 in 2019 and increased to 39 in 2020, which is a 5.4 percent increase. Robbery at residential premises cases decreased from 62 in 2018 to 44 in 2019 and further decreased to 40 reported cases in 2020, which is a 9.1 percent decrease. Robbery at non-residential premises decreased from 54 in 2018 to 45 in 2019 and increased to 51 reported cases in 2020, which is a 13.3 percent increase. Robbery cases of cash in transit, banks, and truck hijackings were not reported in 2020. The total of some sub-categories of aggravated robbery reported shows a 4 percent increase in 2020 (Institute for Security Studies, 2020).

Malicious property damage decreased from 236 in 2018 to 181 in 2019 and increased to 189 in 2020, which is an increase of 4.4 percent. Arson was not reported in 2020. Total contact-related crimes show a 3.3 percent increase in 2020 (Institute for Security Studies, 2020).

Burglary at non-residential premises decreased from 62 in 2018 to 52 in 2019 and increased to 72 in 2020, which is a 38.5 percent increase. Burglary at residential premises decreased from 159 in 2018 to 137 in 2019 and increased to 142 in 2020, which is an increase of 3.6 percent. The theft of motor vehicle and motorcycle cases decreased from 70 in 2018 to 55 in 2019 and decreased further to 50 in 2020, which is a 9.1 percent decrease. Theft out of and from motor vehicles decreased from 431 in 2018 to 273 in 2019 and further decreased to 250 in 2020, which is an 8.4 percent decrease. There is no stock theft reported at Yeoville SAPS between 2016 and 2020. There is a 16.7 percent decrease in total property-related crimes (Institute for Security Studies, 2020).

All theft not mentioned elsewhere decreased from 376 in 2018 to 360 in 2019 and further decreased to 316 in 2020, which is a decrease of 12.2 percent. Commercial crimes decreased from 77 in 2018 to 70 in 2019 and further decreased to 62 in 2020, which is a decrease of 11.4 percent. Shoplifting decreased from 127 in 2018 to 102 in 2019 and remained at 102 in 2020, which is a 0 percent increase or decrease. Total other serious crimes show a 9.8 percent decrease and the total community-reported serious crimes decreased by 8.0 percent (Institute for Security Studies, 2020).

There was a decrease in the illegal possession of firearms and ammunition from 31 in 2018 to 12 in 2019 and increased to 17 in 2020, which is a 41.7 percent increase. Drug-related crime decreased from 124 in 2018 to 69 in 2019 and decreased further to 45 in 2020, which is a 34.8 percent decrease. Over the years 2018 to 2019, driving under the influence of alcohol or drugs decreased from 352 to 220 and to a further lower 149 in 2020, respectively, which is a decrease of 32.3 percent. The total crime which was detected through police action decreased by 30 percent (Institute for Security Studies, 2020).

On the 2nd of May 2017 the Member of the Executive Committee (MEC) for Community Safety, Sizakele Nkosi-Molobane, indicated that the problem of high crime in Yeoville

was not attributed to police vehicles, but a shortage of personnel as it lacked seven members (Makhetha, 2017). On the 8th of May 2018 Jack Bloom, the DA member of the parliament legislature, said that the high crime figures in eastern Johannesburg were a wake-up call that the present policing methods were not working. He further said that critical gaps in training, staffing, and resources should be filled as soon as possible (Jordaan, 2018).

Yeoville is one of the areas with a reputation for gangs and is also regarded as a notorious neighbourhood in Johannesburg (Kulture Vulturez, 2021). In 2017, Yeoville was listed among the top 10 places where one was most likely to be a target of violent crimes in Johannesburg (Etheridge, 2017). However, the 2020/2021 crime statistics depicted a decrease in crime compared to the previous years and Yeoville was no longer listed in the top 30 stations which were contributing to the high levels of the 17 community-reported serious crimes in South Africa (SAPS, 2021). According to the Minister of Police, Mr Bheki Cele, crime levels decreased during the lock down period due to the ban of alcohol, high police visibility, adherence to the lockdown regulations which compelled everybody to be at home where they were safe (SA News, 2020).

Despite the crime statistics indicating a decrease in crime in Yeoville during the 2020/2021 financial year, the Yeoville community members and the African Diaspora Forum (ADF) in a memorandum which was handed to the Yeoville police management on the 17th of October 2020 complained of the unacceptable high levels of TRIO crimes, contact crimes and general crimes, and demanded urgent police action to curb the occurrence of these crimes so that they can be free at home and in public spaces (Mpofu, 2020). According to Mpofu (2020) these crimes, amongst others, include carjacking, theft, armed robbery, murder, fraud, gender-based violence (GBV), and drug trafficking. In another memorandum the ADF and Nigerian Citizens Association in South Africa (NICASA) vowed to support the Department of Community Safety in fighting crime and ensuring safety in and around the communities to ensure peace amongst those living in South Africa (Mpofu, 2020).

The march demonstration by the community of Yeoville, foreign nationals, and the organisations representing the foreign nationals in South Africa was a clear indication that the residents of Yeoville had enough of being victims of crime. The community members blamed the immigrants for the high crime rate in the area, whereas the

foreign nationals on the other hand were tired of being blamed for taking part in criminal activities in the area. The South Africans and immigrants ended up joining hands and marched to the Yeoville SAPS intending to work hand-in-glove with the police in an attempt to root out criminal activities in the area – rather than blaming high crime levels on the foreign nationals and not taking any action to condemn the unbecoming behaviour of those suspected of being the perpetrators of these violent crimes. This is in support of the concept of sector policing as it aims to enhance community interaction with the police in the fight against crime.

1.3 RESEARCH PROBLEM

A research problem is a short, clear explanation of the issue to be researched, and it sets up the context, relevance and aims of the project (McCombes, 2021). According to Sacred Heart University (2022) a research problem is a statement about an area of concern, a condition to be improved, a difficulty to be eliminated, or a troubling question that exists in scholarly literature, in theory, or in practice that points to the need for meaningful understanding and deliberate investigation. It introduces the reader to the importance of the topic (Sacred Heart University, 2022). Bernard (2013:62) holds that the first step in a research process is to formulate a theoretical research problem. It must be focused and narrow, and identify the phenomenon to be studied (Bouma and Ling, 2004:9).

The main function of the SAPS since 1910 when South Africa became a colonial state was to restrict and control the indigenous people by keeping them as a subject population (Brogden & Nijhar, 2005:136). The police were allowed to use maximum force and they were taking orders from the apartheid government (Brogden & Nijhar, 2005:136). The apartheid regime used them as the political instruments to suppress and oppress the citizens (Nalla & Newman, 2013:61; Brogden & Nijhar, 2005:136). The SAPS became more vulnerable to extraordinary political influences during the violent protests which took place before South Africa became a democratic state in 1994, giving the organisation its paramilitary role and resulting in the police excluding the community in policies dealing with crime (De Vries, 2008 in Verma, Das & Abraham, 2013:222; Brogden & Nijhar, 2005:136). The police had been unwilling to build relationships with the community for decades as they considered themselves the experts of keeping crime under control (Palmiotto, 2011:2). The police-community

relationship soured as the police alienated the community in policies targeted at combating crime (Verma et al, 2013:222). Police chiefs had little authority over police officers (Stevens, 2003:7).

The SAPS was regarded as an inefficient and ineffective organisation in 1990 when the political democratic transition started in South Africa, and the South African population lost confidence in the police due to their commitment to combat organisations and people who were adamant about bringing an end to Apartheid (Brogden & Nijhar, 2005:136). Brogden and Nijhar (2005:137) further mentioned that the police prioritised the commission of crimes in order to maintain socio-economic inequality by erecting moral, economic, and political boundaries between races as they were state agents. The police preferred to socialise with one another as they suspected residents of being dangerous and their solidarity strengthened the public's mistrust in them (Palmiotto, 2011:229-232). The National Peace Accord also takes cognisance of the past role of the police which gave rise to the suspicion between the police and the community. It recommended that to foster more effective policing, a commitment to sound policing techniques and a cooperative relationship between the police and the communities was required (Hough & Du Plessis, 1994 in Burger, 2007:70). The sector policing approach supports the community as they both emphasise the involvement of the community in fighting crime (Verma et al, 2013:220; SAPS, n.d.:7).

In this study, the research problem was the high crime rate in the Yeoville policing area despite the establishment and the implementation of sector policing since its inception in 2002. However, in 2002 sector policing was no longer a new concept in South Africa as it was piloted in 1998 as part of the Service Delivery Improvement Programme at certain police stations in Gauteng (SAPS, 2015:7). Its formal implementation in the 2002/2003 fiscal year is supported by Dixon and Rauch (2004:28) when they stated that the first sectors on the West Rand in Gauteng were launched in April 2003. In Yeoville as well, sector policing was also implemented in the 2002/2003 financial year (SAPS, 2008:100). In 2005, the Minister of Safety and Security announced the SAPS plan to recruit and train reservists. This was in support of the sector policing concept whereby these reservists were responsible for

performing patrols in various sectors under the supervision of an SAPS member appointed to perform patrols in a particular sector (Steinberg, 2005:50-55).

Even with all these strategies that the SAPS came up with, the community of Yeoville still complains about poor service delivery by the Yeoville SAPS.

The ADF Chairperson, Dr Karim-Abdul Elgoni, supports this statement and holds that armed robberies, hijackings and fraud became usual in Yeoville due to lack of proper policing, and many businesses moved out of Yeoville because of the high rate of violent crimes in the area (Mpofo, 2020). All these criminal activities are taking place in Yeoville where sector policing has been fully implemented. Sempe (2017:16) and Maroga (2004a:15) provide that National Instruction 13 of 2013 fall short on outlining the criteria for the appointment of sector commanders as well as the training they should receive before commencing their duties. There is also no adequate resources allocated for the implementation of sector policing (Sempe, 2017:16; Maroga, 2004a:15). The failures of sector policing will be presented in detail in chapter 3 under section 3.2.3.

1.4 KEY CONCEPTS OF THE STUDY

Key concepts capture the essence of what the research is all about and are needed for cross-referencing during library searches (Denscombe, 2010:312). Hammond and Wellington (2013:29) say that a concept is developed when comparison and extraction of similar characteristics are made from various cases. Hammond and Wellington (2013:29) also stated that concepts are critical to how the world is described and explained. The key concepts of this study are sector policing, community policing, and partnership policing.

National Crime Prevention Strategy (NCPS) provides that sector policing strategy used in KZN aimed at rendering police services closer to the community through the division of the geographical area into smaller and more manageable sectors (South Africa, 1996:40). Minnaar, (2004:199) and SAPS (2004:5) also share the same sentiments as the NCPS (1996:40) that sector policing is a thorough strategy for policing and patrol which infers that each police station area be divided into smaller areas for easier management. It is regarded as a tool to facilitate community policing to its entirety (Dixon & Rauch, 2004:4; Minnaar, 2004:199).

Police management styles and operational techniques are guided by the concept of community policing, which also emphasises the formation of partnerships between the police and the community as well as a problem-solving approach that responds to the needs of the community (SAPS, 1997:2; Kappeler & Gaines, 2011:3). Community-police partnership involves the police and the community planning together to combat crime (SAPS, 2004:55).

In partnership policing, the police work jointly with the community and other role players in identifying problems and developing strategies to assist in preventing crime (Miller & Hess, 2005:174; Minnaar, 2004:43; Lab, 2014:200). Partnership policing is achievable where the police, community, and other agencies work jointly in identifying and solving problems (Lab, 2014:200). The fundamental goal of such partnership is to identify community needs and policing priorities through engagement, as well as to improve police transparency, accountability, and effectiveness (SAPS, 1997:3; Skogan, 2004:24). The idea of establishing partnership between the government departments and other role players in addressing crime was also mentioned the NCPS (South Africa, 1996:3).

Community policing, sector policing and partnership policing are three intertwined policing concepts. They are inseparable in the sense that one cannot exist without the other. For these three concepts to be effective, a functional relationship between the community and the police towards a common goal of fighting crime must be developed. For sector policing to be formed, there must be community policing in place as stated above that sector policing is an intensive policing and patrol strategy that is applied in small sections of the station area for easy management which supports the implementation of community policing.

1.5 AIM AND OBJECTIVES

The aim of the study indicates the fundamental drive of the study while the objectives identify the specific aspects that are to be examined in the study (De Vos, Strydom, Fouche & Delpont, 2011:108). The objective of the research may be to evaluate or find something out, determine if something works, or improve their own or others' practices (Thomas, 2013:6). Research objectives need to be clear from the outset, such as what has to be achieved with every objective written down and explained so that the reader understands what each objective means (Hofstee, 2006:86).

This study aimed to evaluate the implementation of sector policing in the Yeoville policing area. The objectives of this study are to:

- evaluate the implementation of sector policing if it is in line with the governing policies.
- determine the community and police's level of understanding of the concept sector policing.
- determine the challenges in the implementation of sector policing, and
- to identify recommendations to improve the implementation of sector policing.

The researcher conducted this study to evaluate how sector policing is implemented in Yeoville SAPS, the level of understanding of the concept sector policing by both the community of Yeoville as well as the police members in Yeoville SAPS, to determine the procedures followed during the implementation of sector policing and to determine the factors contributing to the increase in violent crimes in Yeoville despite the implementation of sector policing. The research aimed at evaluating the implementation of sector policing at Yeoville SAPS as to whether it complies with the governing directives and policies.

1.6 VALUE OF THE STUDY

Research is a process of collecting, analysing, and interpreting data systematically to enhance the researcher's understanding of a phenomenon they are interested in (Leedy & Ormrod, 2010:2). Furthermore, every researcher sets forth their reasons for undertaking the study (Leedy & Ormrod, 2014:44).

The value of this study is connected to the research aim which is to evaluate the implementation of sector policing in the Yeoville policing area. Sector policing is an accepted strategy in the SAPS which aims at dealing with crime by concentrating on hotspot policing, identifying and controlling risk factors, and problem-oriented policing (POP). The involvement of the community in the fight against crime plays a vital role since the police alone cannot win the battle.

This study will contribute positively to the SAPS policymakers by highlighting the shortfalls concerning the implementation of sector policing. It will also benefit the community of Yeoville as well as the police officials stationed at Yeoville SAPS

regarding the improvement of the police-community relationship in the fight against crime. This study could also be used by the academic body of knowledge for future reference.

1.7 CHALLENGES ENCOUNTERED IN THIS STUDY

This study, like any other, had its challenges which any student comes across in the fulfilment of their qualification. However, this one had unexpected, unforeseen, and unpredictable challenges which were beyond the researcher or anyone's control. Interviews were expected to be conducted with a specific number of community members, the business community, Community Police Forum (CPF) members, sector forum members, the sector commanders, and other police officials stationed at Yeoville SAPS (see section 4.3). This expectancy was not possible because of the Coronavirus pandemic which hit South Africa in December 2019 and led to the total shutdown of the country on the 26th of March 2020. Coronavirus which is also named Covid-19 was declared a national state of disaster and no one was allowed to be in the street except when buying food at grocery stores. The only people who were allowed to be on the streets were essential service providers like the police, emergency medical service, employees at grocery stores, and others, and they were expected to carry work permits (South Africa, 2020).

Covid-19 is transmitted through the inhalation of small droplets produced when an infected person coughs, sneezes, talks, or sings while in close contact with the uninfected person (South Africa, 2020). All sorts of gatherings were not allowed except for funerals and only 50 people were allowed to attend. The attendees were expected to have permits. The wearing of a mask was compulsory to prevent the spread of the virus. This pandemic made things difficult for everyone in the country and people could not take part in the interviews due to these restrictions. They also had a fear of contracting the Coronavirus which does not have a cure and can be fatal. University of South Africa (UNISA) also observed the Covid-19 regulations and ensured that its researchers and postgraduate students complied with the regulations by developing guidelines on how research could be conducted during the pandemic, which was drafted in line with the alert level 5 to level 1. Researchers were allowed to conduct telephone and/or online platform interactions with human participants. During alert levels 1 and 2, the researchers were allowed to conduct human participant contact

interviews under strict measures. They were advised to do a telephonic pre-screening before the visit. The participants, researcher, and the members of the research teams had to be screened before any human participant contact and a register had to be completed, signed, and kept safe. The other Covid-19 protocols still had to be strictly observed (UNISA, 2020).

Although online platform interactions with human participants were allowed, they were costly, therefore, making it difficult to continue with the interviews due to financial constraints. Other members of the service were not willing to take part in this study and they cited that they were afraid of coming out with the truth and being victimised at a later stage. They refused to participate even after they were guaranteed that their identity would be kept confidential.

The interviews for this study were conducted during the early stages of the covid-19 pandemic. The restrictions of the pandemic at that moment was a social distancing of one meter apart from each other. The wearing of mask and the use of sanitizer were not in place at that moment. The researcher ensured that there was a 1 meter distance between the participants and also between herself and the participants.

1.8 SUMMARY

This chapter highlighted that sector policing is a policing approach that was imported to South Africa in 1994 supporting the execution of the philosophy of community policing and partnership policing by achieving the division of a policing area into smaller, manageable sectors to better the interaction of the community. The crime trends in Yeoville from 2016 to 2020 show a decrease as tabled in appendix 'A'.

The research problem which is the high crime rate in Yeoville despite the implementation of sector policing has been discussed. The community of Yeoville is still dissatisfied with crime prevention by the Yeoville SAPS in the area. They allege that the police are doing little to curb the crime in the area. The aim and objectives as well as the key concepts of this study which are sector policing, community policing, and partnership policing have been indicated and discussed. All other concepts such as community police forum, community-police relations, and sector forum will be unpacked as they are presented in the text.

This study is necessary because areas where there is still a knowledge gap in the implementation of sector policing can be identified and improved for the benefit of the SAPS members, SAPS top management, the community, and the academic body of knowledge.

CHAPTER TWO

LEGISLATIVE FRAMEWORK

2.1 INTRODUCTION

Crime is a national threat which the South African government acknowledges and has developed policies, regulations, and strategies to combat it. However, South Africa's communities continue to complain of high crime rates despite the development and execution of legislations governing the prevention of crime. The legislation must be comprehensive in addressing the problem as well as the risk factors. In South Africa, many policies and legislations are governing the implementation of approaches and philosophies in various government and non-government organisations.

In this chapter, the concentration will be on the Constitution of the Republic of South Africa, 1996, the South African Police Service Act 68 of 1995, the National Crime Prevention Strategy (NCPS), the National Development Plan (NDP) 2030, the South African Police Service National Instruction 3 of 2013 and the White Paper on Safety and Security in detail. These legislations will be put under scrutiny to see if they are comprehensive in regulating the prevention of crime and the crime factors. This chapter will conclude by a discussion on policing in the Southern African Development Community (SADC) region.

2.2 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1996

The SAPS gets both its powers and duties from the law. The Constitution of the Republic of South Africa, 1996, the supreme law of the land, is one of such laws governing the entire country and the SAPS as an organisation (SAPS, 2015:5). According to section 205 (3) of the Constitution of the Republic of South Africa, 1996, the mandate of the SAPS is to prevent, fight, and investigate crime, preserve the public order, protect and secure the population in the Republic along with their property, and to uphold and enforce the law (South Africa, 1996a). Section 206(3)(c) of the constitution of the Republic of South Africa, 1996, further emphasises that the police should build good relations with the community (South Africa, 1996a). Chapter 14 of the Constitution of the Republic of South Africa, 1996, is concentrated on policing at

the local, provincial, and national levels, and section 221 states that community police forums should be established (Roelofse, 2007:78).

The primary responsibility of the police is to fight crime and prevent it from happening. This is performed by answering calls regarding crime, conducting investigations, making arrests, and assisting in the prosecution of offenders, to which arrests are the standard by which the public judges the effectiveness of the police (Lab, 2014:238). Maintenance of public order and stability is also another important function of the SAPS as indicated in the Constitution of the Republic of South Africa, 1996 and is the key to the success of the South African society (SAPS: n.d.). The police have to be distinct and responsible when dealing with every offender so that they prevent being lawbreakers themselves (SAPS, n.d.). The police investigate crime, which is also a vital policing duty, and the SAPS is obligated to do everything humanly feasible to prevent and solve crime within the confines of the law (SAPS, n.d.). The SAPS members also maintain order by escorting funerals and parades, dealing with barking dogs, responding to false alarms, noise complaints, and delivering messages that do not deal with an immediate criminal action and these duties consume most of the police time, with only 20 percent of their time devoted on law enforcement activities (Lab, 2014:238). Cordner and Scarborough (2010:383) argued that most police officers' time is spent on routine patrols which is the duties they are often assigned to carry out. According to Cordner and Scarborough (2010:33) initially, police work was more concerned with preserving order than with investigating crime. However, as time lapsed, they became more involved with crime prevention, and now, crime related concerns account for a significant portion of police activity. Cordner and Scarborough (2010:33) further stated that police officers have significant discretion in performing their duties of fighting crime, enforcing the law, and maintaining order.

Most police officials patrol until a call is made by their complaint dispatcher and they have to swiftly respond and write a report, conduct a preliminary investigation, give first aid, direct traffic, effect an arrest, and give advice, which still falls within the traditional policing strategy (Cordner & Scarborough, 2010:383). Traditional policing involves patrols to prevent crime, quick response to calls reporting crime and investigation of crime (Cordner & Scarborough, 2010:383). Police officers conducting patrols in uniform within a police station area of jurisdiction are considered the primary

crime prevention mechanism as they are expected to patrol unpredictably in order for them to be around the corner at any time (Sir Robert Peel in Cordner & Scarborough, 2010:383). The essential, substantive work of policing is to identify and solve main causes of problems that underpin the occurrences rather than reacting to crime that has already happened (Brogden & Nijhar, 2005:33). Quick response to calls and the identification of root causes of problems are some of the principles of sector policing (see section 1.4).

2.3 SOUTH AFRICAN POLICE SERVICE (SAPS) ACT 68 OF 1995

The SAPS was founded in terms of section 5 of the South African Police Service Act 68 of 1995. Section 18-23 of the South African Police Service Act 68 of 1995 (SAPS Act 68 of 1995) complied with section 221 of the Interim Constitution with regard to the establishment of community police forums and boards. Section 221 of the Interim Constitution provided for the founding of community police forums and so does section 18-23 of the SAPS Act 68 of 1995.

The SAPS recognises the importance of working together with the community in finding crime prevention strategies and this was highlighted in section 18 (1) (f) of the SAPS Act 68 of 1995 which provides for co-operative problem identification and problem solving by the service and the community (Burger, 2007:74).

Chapter 7 (18)(1)(a-f) of the SAPS Act 68 of 1995 mentions that the service shall communicate with the community through community police forums with the goal of forming and maintaining an alliance between the community and the police; enhancing communication between the service and the community; fulfilling the community's policing needs by encouraging cooperation between the community and the police; enhancing the provision police services to the community at national, provincial and local levels; increasing the service's transparency and accountability to the community; and encouraging the community and the service to work together in identifying and solving problems.

It is the responsibility of the Provincial Commissioner to ensure that community police forums are established at the police station within a province as stipulated in section 19 of the SAPS Act (South Africa, 1995). It further states that the local community shall be broadly represented by the CPF and may establish community police sub-forums.

Community police sub-forum are similar to sector policing concept because it is a forum established at the smaller divisions of a policing area such as neighbour watches and block patrollers established by the CPF (Burger, 2007:74).

The SAPS Code of Ethics provides that the members of the SAPS should carry out their duties and responsibilities following the principles set by the SAPS as an organisation. Among those principles is the “public approval” which means that employees of the SAPS should always work with the community, have their approval and serve the best interest of the community, seeking to be approved by the broad community in all they do (SAPS, n.d.). Police performance was historically determined by fixed measurements such as arrests, stop and searches, calls for service, response time to the scene of crime, complaints against officers, and amount of confiscated contrabands and properties such as drugs, weapons, cash, among others. Police departments today are discovering the impact of new ways to test several variables. Agencies are recognising that what they do and how well they do it is essentially subjective from the eyes of the individuals who receive their services. Fixed data serve a valuable purpose, yet the community perceptions about the quality-of-life issues such as fear of crime, are as important as arrest numbers (Stevens, 2003:115). Stevens (2003:115) further emphasised that police executives are discovering that fixed measures fall short in helping to guide community policing and problem-oriented initiatives and should seek other methods to discover what residents are thinking.

2.4 NATIONAL CRIME PREVENTION STRATEGY (NCPS)

The NCPS is a long-term strategy that is intended to address the social and developmental factors which are believed to drive crime. As a short-term strategy, it is focused on addressing the high profile and visible policing procedures intended to reassure the public (Rauch, 2002 in Burger, 2007:75). The NCPS came as a response to the former and first African President Nelson Rolihlahla Mandela’s address at the opening of Parliament at Cape Town on 17 February 1995, which raised concerns about crime. The President identified six violent crimes namely: killing, fraud, theft, crimes against women and children, drug-trafficking, armed robbery, and said that it is intolerable that the country continued to be immersed in crime. He also said that the instructions had gone to the former and first South African Minister of Safety and Security, Mr Sydney Mufamadi, the former National Commissioner of the Police

Service, General George Fivas, and the entire security organisations to employ all measures necessary to reduce crime levels (Rauch: n.d:1).

The NCPS was developed in May 1995 by an inter-departmental team which had mostly civilian officials and launched in 1996 as the principal driver of police reform (Burger, 2007: 75; Rauch; n.d.:1; Brogden & Nijhar, 2005:153). This strategy was developed with the aim of overcoming the lack of coordination and interdepartmental links in the fight against crime by employing a multi-agency strategy to crime prevention (Brogden & Nijhar, 2005:153). The NCPS also emphasised that South Africa needed to change from reacting to crime to preventing it instead – that is, from crime control to a more proactive strategy. Crime prevention focuses on preventing crime in its early stages rather than a criminal justice system that deals with crime after it has already been committed, which is reactive. The NCPS acknowledges that approaches toward the prevention of crime that are organised or systematic had never existed in South Africa before 1994 and that there had been no proper analysis of the root causes of crime when the crime initiatives were introduced. The importance of differentiating between the root causes and enabling factors of crime is emphasised by the NCPS. Factors that create the initial drive to offend are known as the root causes, while the enabling factors are defined as the circumstances which make committing crime and getting away with it easier for criminals, i.e., an ineffective criminal justice is an example of an enabling factor (South Africa, 1996b in Burger, 2007:75-77). The NCPS consists of four pillars. One of these pillars focuses on public values and education, and it challenges the dominant moral compass within communities, the attitudes about crime, and the tolerance towards crime (Steinberg, 2005:4).

The NCPS provides that for an approach toward crime prevention to be effective and successful, the following are of great importance:

- An approach to crime prevention that is organised or systematic.
- A single or special national structure that directs the planning and implementation of crime prevention policies and activities, and this structure must be replicated to the provincial and local level.
- A proper analysis of the root causes of crime before determining which crime prevention approach is suitable.

- ‘Stemming the tide’ is partially an ineffective crime prevention approach. It corresponds with only stabilising crime.
- The need to look beyond more policing capacity so that a solution to South Africa’s crime issue would be found (South Africa, 1996b:10).

The NCPS suggests an integrated approach to solving crime in South Africa that is integrated. It further emphasises the building of an integrated approach through a partnership between government at all levels and the non-governmental sector which supports the community and sector approach. The NCPS states that sector policing aims at giving police services as close to the community as possible and it involves dividing the geographical area into smaller and more manageable sub-areas and assigning police members to these sub-areas (South Africa, 1996b:10).

The NCPS emphasises areas of crime prevention that are not covered by other components of the National Growth and Development Strategy (GDS), which was launched when the NCPS was established. The NCPS then became one of the pillars of the GDS integrating the crime prevention and socio-economic development approaches, i.e., job creation, meeting basic needs, and welfare safety nets (Rauch: n.d.:3; Burger: 2007:77).

Crime rates continued to increase despite the NCPS and other community policing projects in place, and this has led to the community losing confidence in the police and a strong outcry by the public for the government to do something about crime (Brogden & Nijhar, 2005:154). The NCPS is considered a good strategy that has failed because of misunderstanding and lack of insight into the complex relationship between crime and its root causes by political leaders and other principals (Burger, 2007:79).

The NCPS was launched shortly after the 1996/1997 Annual Police Plan and this led to its failure as the community saw it as just another plan (Rauch, 2002 in Burger, 2007:79). Immediate short-term policing responses to rising crime rates were confused with the need for a developmental approach aimed at the causes of crime – which is a gulf that still exists today. According to Burger (2007:79), the NCPS failed to provide full guidance on the development and implementation of the programmes it proposed and also had no funding allocated for these proposed programmes. It assumed full cooperation between government departments and other role players

and encouraged government departments to rationalise their existing resources to accommodate it. However, its expectation of cooperation by government departments did not happen (Burger, 2007:79). The NCPS could not clearly explain the relationship between the four pillars of crime prevention and the seven national priority crimes that were identified by it. And from this resulted an implementation approach more focused on the pillars and there were structures and processes established which had little in common with the content of the addressed crimes (Rauch 2002 in Burger, 2007:79). Because of the little guidance and funding dedicated, the Secretariat for Safety and Security approached Business Against Crime (BAC) for support. BAC noted that the first pillar of the NCPS is the restructuring of the criminal justice system and is its immediate focus area and resulting from that was that the first implementation activity ignored the real aim of the NCPS – which is its approach to crime prevention that is situational or social (Rauch 2002 in Burger, 2007:79). The NCPS was reviewed in 1997 after it was realised that its implementation strategy was unsuccessful, and the focus was more on short-term criminal justice issues rather than the longer-term crime prevention approach (Burger, 2007:79). The review succeeded in making a conceptual link between crime prevention and law enforcement, and between long-term approaches and short-term actions (Burger, 2007:79).

Rauch (2002:12-18) suggested that the implementation and coordination of the NCPS focusing on socio-economic causes of crime that are long-term should not have been the duty of the Department of Safety and Security but rather the departments of government that are mainly responsible for such matters because in strategic terms, it shows an inability to think of crime prevention. Rauch further said that the police should have just played a secondary or supportive role. He further suggested that it would make more sense if a separate structure was established to guide the implementation of the NCPS. All the role players, including government departments, can then be given tasks and be held accountable for their respective line functions as far as these is covered by the national strategy (Rauch, 2002:18).

The government failed to recognise the NCPS as the long-term prevention strategy and this is supported by former Police Minister Tshwete when, on 28 June 1999, he said at a parliamentary briefing in Cape Town that there are criminals who declared war against the South African public. And responding to this, the government

formulated the NCPS and all that is now needed is an implementation of the plan in a ruthless manner (Rauch, 2002 in Burger, 2007:81).

The NCPS is one of the strategies which failed despite the groundwork done during its development. This is supported by Clements (2006:121) when he stated that even if the proper groundwork was done in the development of the strategy in terms of analysis and creativity, the truth is that some strategies will nevertheless fail.

2.5 NATIONAL DEVELOPMENT PLAN (NDP) 2030

The NDP 2030 was developed in August 2012 by the National Planning Commission and is an economic policy framework (Kruger, Lancaster, Landman, Liebermann, Louw & Robertshaw, 2016:11). The National Planning Commission was made up of 26 experts taken mostly from outside the government.

The NDP 2030 outlines a desired destination and the roles that need to be played by the different sectors of society to reach that destination. It aims to have eliminated poverty and reduced inequality by the year 2030. These goals can become a reality in South Africa by drawing on the energies of its people, growing an economy that is inclusive, building skills, bettering the capacity of the state, and encouraging leadership and partnership in the society (South Africa, 2011:1).

The NDP 2030 encourages an integrated approach that recognises the root causes of crime in order to build safer communities (South Africa, 2011). Chapter 12 of the NDP 2030 identifies a key objective to be the building of safer communities. The NDP 2030 also identifies key priorities to achieving a South Africa that is crime-free, and among them is increasing community participation in safety (South Africa, 2011:73). It emphasises the need for building safety using an integrated approach through the mobilisation of state and non-state capacities and resources. This shows that the state should encourage the participation of civil society in safety. The NDP 2030 is also aimed at ensuring that all people living in South Africa feel safe at home, at school and at work, can walk freely in the street and have no fear of becoming crime victims (South Africa, 2011:73). It acknowledges that an approach to safety and security that is integrated will need coordinated activities across various departments, the private sector, and the community. It further encourages activism and responsiveness from the community (Kruger et al, 2016:11).

2.6 SAPS NATIONAL INSTRUCTION 3 OF 2013

Sector policing is a policing approach that encourages that the philosophy of community policing and partnership policing be implemented, through the division of a policing area into smaller, manageable sectors to improve the interaction of the community (SAPS: 2013:1). According to the National Instruction 3 of 2013, the station commander in consultation with the station management must divide the station area into smaller manageable sectors and these sectors must be aligned with the CAS blocks, rivers, mountain ranges, municipal wards and magisterial boundaries. It further prescribes a minimum of two sectors per station area. However, it does not prescribe smaller manageable sectors in square kilometres (sq km); additionally, a minimum of two sectors is against the notion of smaller sectors because smaller could mean anything to anybody (Sempe, 2017:15). There is not a common understanding regarding what sector policing entails as well as how to differentiate sector crime forums from community policing forums (Maroga, 2004a).

The National Instruction 3/2013 also provides that a sector commander be appointed. However, a clear criterion or recruitment process is not outlined concerning the selection and appointment of this sector commander concerning who exactly qualifies to be elected as the sector commander, rank as well as the years of service (Maroga, 2004a). Sector policing became costly and resource-intensive as it moved away from being a community-police driven initiative to being a police-oriented concept (Sempe, 2017:15). Sempe (2017:15) further stated that sector policing was intended to prevent crime through projects that are well-informed, intelligence driven projects working with the local community that resides within that demarcated sector. However, police took full responsibility for the implementation of the policy and deployed vehicles in each sector with cellphones allocated to each. In the process, the police found themselves carrying out normal crime prevention patrols and attending to complaints instead of working with community and government to identify crime generators, develop and implement project plans to respond to crime generators.

2.7 WHITE PAPER ON SAFETY AND SECURITY

The 2016 White Paper on Safety and Security supports the approaches adopted in the NDP 2030. It confirms the need for an integrated approach which involves multiple stakeholders from communities, civil society, and all spheres of government. It outlines

a central role for local government to establish the community safety forums. According to the White Paper, the purpose behind implementing sector policing is to maximise the effective visibility of the police and enhance accountability at the local level (Maroga, 2004:14). The 2016 draft White Paper on Safety and Security outlined six broad objectives, to which community participation and an active public are some of them (South Africa, 2016 in Kruger et al, 2016:13).

The White Paper on Safety and Security indicate that sector policing should be pro-actively and fairly conducted, based on instructions given by police commanders to patrol officers, and should be planned based on the analysis of crime in problematic areas, taking into consideration the time frames (Dixon & Rauch, 2004:21). The planning should be done in collaboration with the municipal police services and other role players in a local sector (Dixon & Rauch, 2004:21).

2.8 POLICING IN THE SOUTHERN AFRICAN DEVELOPMENT COMMUNITY REGION

Southern African Development Community (SADC) is an inter-governmental organisation consisting of 16 member states namely: Namibia, Comoros, Angola, Madagascar, Lesotho, Zimbabwe, Botswana, Tanzania, Malawi, Mozambique, Mauritius, Democratic Republic of Congo (DRC), Seychelles, South Africa, Zambia, and Swaziland (SADC, 2017: 1). In 2006, the SADC held a summit in Maseru, Lesotho, where the Police Chiefs Sub-committee was created as a SADC institution under Inter-State, Defence and Security Cooperation. The integration of Southern African Regional Police Chiefs Co-operation Organisation (SARPCCO) into the Inter-State, Defence and Security Cooperation was also established to deepen cooperation in the region (SADC, 2010).

This section will focus on how SARPCCO was founded and its contribution to the countries in Southern Africa concerning policing. The literature on the involvement of the organs of state in policing in the SADC countries will be discussed.

2.8.1 Southern African Development Community (SADC)

The SADC is a regional economic community that was started and maintained by Southern African countries. As much as sector policing aims at solving problems by engaging the community, SADC aims to further the socio-economic, political and

security cooperation among its member states and foster regional integration to achieve peace, stability, and wealth (SADC, 2017:1). SADC originates from the Southern African Development Coordination Conference (SADCC), which was established in 1980 and in 1992 converted into a development community. SADC intends to achieve its goals by encouraging - productive systems that are efficient; deeper cooperation and integration; good governance; durable peace and security within the Southern African region and beyond (SADC, 2010). However, the region still faces military threats that include among others, reintegration and monitoring of former military personnel, terrorism, armed conflicts in some member states, disarmament, unfinished demobilisation, and the prevalence of landmines (SADC, 2010).

The SADC Organ on Politics, Defence and Security Cooperation was established on 28 June 1996 at a summit held in Gaborone, Botswana by the heads of state and government (SADC, 2010). The SADC Protocol on Politics, Defence, and Security Cooperation was signed by SADC Heads of State and government on 14 August 2001, and provides an institutional framework by which member states coordinate policies and activities in the areas of politics, defence and security (SADC, 2010). As indicated in Section 1.2, South Africa has a vast number of migrants living in it, and SADC plays an important role concerning security cooperation among its member states, i.e., South Africa, in the sense that where a suspect has committed a crime in South Africa and decided to flee to other countries in the Southern region, the SADC can assist with the tracing and apprehension of the suspect.

2.8.2 Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO)

SARPCCO is the principal force in Southern Africa to prevent cross-border crimes. It was established in August 1995 at a conference of police chiefs at Victoria Falls in Zimbabwe (Kaye, 2004). Its establishment was for the police forces to combine resources and expertise in fighting transnational crime and has established itself as a benchmark for international police cooperation (Parliamentary Monitoring Group, 1998). SARPCCO is supported by the Sub-Region Bureau of Interpol in Harare which is in charge of coordinating its programmes and activities (SADC, 2012). A multilateral agreement of cooperation and mutual assistance in crime combating was finalised and

signed by the Ministers of the member states at the official opening of the Interpol sub-regional bureau on the 1st of October 1997, and this agreement came into effect on the 29th of July 1999 (SADC, 2012). The Interpol sub-regional bureau which has been appointed as the depository, administers the agreement and receives all the ratification and accession instruments (Parliamentary Monitoring Group, 1998).

Police officials are permitted to travel across borders in the region to investigate crimes and seize exhibits, and also question witnesses connected to any such offence as per the provision of the SARPCCO multilateral cooperation agreement on combating crime within the Southern African region (SADC, 2012). According to SADC (2012), SARPCCO has objectives subject to domestic legislation and international obligations of member states, and these are:

- to encourage, strengthen, and continue cooperation and adopt joint strategies to manage all forms of cross-border and related crimes with regional implications,
- to not only prepare, but to also distribute relevant information on criminal activities when necessary to benefit members and to contain crime in the region,
- to review crime management strategies jointly and regularly with the aim of changing national and regional needs and priorities,
- to ensure that the operation and management of criminal records and joint monitoring of cross-border crime are effective, taking full advantage of the relevant facilities that are available through INTERPOL,
- to ensure that relevant recommendations regarding matters that affect effective policing in Southern Africa are made to governments of member states,
- to formulate regional training strategies and policies that are systematic, taking into consideration the need as well as the performance requirements of the regional police services, and
- to carry out any relevant acts and strategies purposed to promote regional police cooperation and collaborations as the conditions of the region dictate.

The member countries of SARPCCO are Lesotho, Zimbabwe, Mozambique, South Africa, Botswana, Swaziland, Angola, Zambia, Malawi, Tanzania, Mauritius and Namibia. SARPCCO is not an inter-governmental organisation but rather an

association of police chiefs (Parliamentary Monitoring Group, 1998). The SADC region and SARPCCO prioritise crimes such as crimes against women and children, firearms and explosives, drugs and pharmaceuticals, trafficking precious metals, trafficking human beings, illegal immigrants, travel documents that have been lost or stolen, economic and commercial crimes, terrorism, wildlife crime and endangered species, and have since been attempting to prevent the occurrence of the transnational crimes(SADC, 2012). However, the police organisations are still facing the challenges of fighting crimes such as money laundering, drugs trafficking, cash in transit heist, transnational criminal activities, maritime piracy, illegal mining, organised criminal syndicates, smuggling of firearms alongside those previously mentioned in this report despite SARPCCO's attempt to curb the occurrence of these crimes (SADC, 2012). SARPCCO assists the SAPS with the investigation of crime and apprehension of suspects in cross-border crimes since South Africa is home to many foreign nationals. In cases where a crime has been committed by a known or unknown foreign national whose description can be given in full, SARPCCO can assist in tracking and apprehending the suspect (see section 1.2).

2.9 SUMMARY

In this chapter it was found that the SAPS in implementing sector policing is forging ways of enhancing its mandate which is provided in section 205 of the Constitution of the Republic of South Africa, 1996, which states that it is the SAPS' responsibility to stop, fight, and investigate crime; preserve the public order; protect and secure the population in the Republic along with their property; and to uphold and enforce the law. It also supports the promotion of good relations between the police and the community. The SAPS Act 68 of 1995 emphasise the implementation of community forums and boards, and also encourages joint problem-solving by the community and SAPS. The NCPS, which was established to reduce the crime levels in South Africa, emphasises the importance of differentiating between the root causes and enabling factors of crime. However, the NCPS was regarded as a failed strategy.

The NDP 2030 which was established to eliminate poverty and reduce crime motivates an integrated approach to build safer communities that recognised the root causes of crime by the police in collaboration with the community. The SAPS NI 3/2013 supports

the execution of the philosophy of community- and partnership policing by achieving the division of a policing area into smaller, manageable sectors.

The 2016 White Paper on Safety and Security supports the sector policing introduction and implementation by the SAPS and provides it should be pro-actively and fairly conducted based on instructions given by the SAPS, planned based on the analysis of crime and crime trends in specific areas with problems. SADC intends to achieve its goals by encouraging efficient productive systems, intensive integration and cooperation, good governance and durable peace, and security within the Southern African region and beyond. The SARPCCO is the principal force in Southern Africa to prevent cross-border crimes. It was established for police organisations to combat transnational crimes through the combination of expertise and resources and has established itself as a benchmark for international police cooperation.

CHAPTER THREE

A REVIEW OF THE LITERATURE ON SECTOR AND COMMUNITY POLICING

3.1 INTRODUCTION

A literature review is an overview of what has previously been written about a particular topic. It covers what has been said, by whom, and lays out theories which are prevailing. Thus, the literature review explains theoretical perspectives and previous findings from research that is related to the matter at hand. It assists in determining whether the topic at hand is worth studying and informs the researcher of ways in which the scope can be limited to a needed area of inquiry. It looks again at what others have done in areas that are similar to one's own topic of investigation and identify the necessary variables. Once the variables have been identified, both conceptual and operational definitions will be developed.

The nature of crime and violence in South Africa is an intricate one, and the police do not exist remotely and cannot work alone. Stability, individual freedom, and a peaceful coexistence of the collective are the basic requirements for a harmonious society. The foundation of either peace or instability is relationships.

In this chapter, sector policing, community policing, and community-police relations will be discussed in detail. It will conclude with a summary of the key points made and a brief discussion of the co-existence of the police and the community for sector policing to be implemented effectively.

3.2 SECTOR POLICING

Sector policing is a UK based policing model which was initially called neighbourhood policing (Maroga, 2004b:13). It implements an approach that is more dispersed and geographical to policing, whereby a police station precinct is divided into smaller, manageable sectors to improve the interaction of the community (SAPS, 2004:5; South Africa, 2013; Maroga, 2004b:13; Dixon & Rauch, 2004: 55; South Africa, 2013; SAPS, n.d.:10;). Sector policing is implemented with the aim of reducing serious and violent crimes in each sector by launching informed, intelligence-driven projects executed by the police and community for crime prevention (Steinberg, 2005:55;

SAPS, 2004:5; SAPS, n.d.:51). Sector policing does not substitute the philosophy of community policing but rather supports it by bringing the police and the community closer together in addressing the main causes of crime, developing solutions to crime, and other problems relating to crime (Hlungwani, 2014:5; South Africa, 2013; Maroga, 2004b:13; SAPS, n.d.:10). It encourages members of the public to engage with the SAPS in a dialogue and gives the SAPS a reciprocal responsibility to respond to those needs (Steinberg, 2005:57).

As much as sector policing is said to have been implemented in South Africa in 2002, the NCPS refer to the KZN strategy which aimed to introduce the community policing concept of sector policing (South Africa, 1996b:40). The KZN strategy of sector policing also aimed at executing police services as close to the community as possible through the division of the geographical area into smaller and manageable sectors. Sector policing in South Africa was mentioned as early as 1994 by then Minister of Safety and security, Mr Sydney Mufamadi, in a draft policy document when he spoke about community police officers with a good knowledge of a particular area along with its problematic issues as a main operational unit of lean police organisation (Maroga, 2004b in Buthelezi, 2012:3).

It is since 1994 that community policing has been the authorised policing philosophy of the SAPS. Sector policing is not just a practical display of community policing (see section 1.1) but is also a step closer to developing a policing style for the current century that is modern and democratic; thus, addressing the safety and security of every citizen in South Africa (SAPS, 2004:4).

A police official, who will act as a crime prevention official, will be appointed as a sector commander and will involve all role players who will assist in pointing out policing needs in each sector and address the root causes as well as the enabling and contributing factors of crime, to bring about crime prevention that is effective (SAPS, 2004:5). For the last 30 years the police globally have been trying to forge creative ways of reducing crime and they came up with innovations such as hotspot policing or targeted patrols, identifying and controlling risk factors and the problem-oriented policing (POP), to which POP was regarded as the most innovative development in crime prevention; and South Africa adopted POP when introducing community- and sector policing approach (Steinberg, 2005:42).

Community policing and POP became the core definitional components of sector policing, but it usually includes hotspot or patrolling that is targeted and controlling risk factors (Steinberg, 2004:3). Community policing is not a stiff model or a set of rules that are finite, and numerous practices are associated with it (Steinberg, 2004:12). Even though hotspot policing may be regarded as blunt and imperfect, it is still the most effective policing style (Steinberg, 2005:46).

Sector policing and community policing are crime prevention strategies whereby the police and the community are in partnership to prevent crime and attempt to address socio-economic conditions over which the police have close to no control on them, and are therefore regarded as indirect policing (Burger, 2007:143). According to Burger (2007:143) direct policing are activities such as visible policing, law enforcement, crime investigation, and public maintenance which are the direct and primary responsibility of the police, whether reactive or proactive. (Burger, 2007:143) further describe indirect policing as the crime combating activities that are carried out by the police, but which are not their primary responsibilities, such as providing useful crime information to departments of the government or coordinating structures.

Sector policing, said to be a practical display of community policing, is not a new concept of policing – and the same is said about community policing; only that it is just a new term (Burger, 2007:143). Before 1994 the South African National Defence Force's (SANDF) territorial reserve, well-known as the commandos, were performing the rural farming community safety and security function, which was later taken over by the SAPS during the establishment of sector policing and the formation of the Area Crime Combating Units (ACCUs) (Steinberg, 2005:1). The 1996 White Paper on Safety and Security indicated that it was an urgent matter that plans be formulated to allow the SANDF to withdraw from a policing role since the armed forces are untrained, unoriented, and ill-equipped for deployment against citizens (Steinberg, 2005:7).

The primary task of the commandos in the 1960s was to defend the rear area during wartime and their secondary role was peacetime. Rear area defence consisted of ensuring that military communication and supply lines were secured, ensuring that strategic civilian infrastructures such as power stations, national key points such as airports and broadcasting infrastructure are safe guarded, and protecting the lives of citizens from the aggression of the enemy in rural South Africa (Steinberg, 2005:4).

The peacetime function of the commandos was to assist the state departments in times of crisis such as the outbreak of an epidemic, drought or floods, or civil disorder (Steinberg, 2005:4).

Many student protestors were killed in Soweto after June 1976 and that prompted a nationwide civil uprising in South Africa, and also shifted the secondary function of the commandos to that of containing domestic political resistance. The commandos were then teamed up with the South African Police (SAP) under the leadership of the SAP and were known as Internal Security Operations. The role of the Territorial Reserve was changed and their capacity to gather local intelligence permanently was emphasised (Steinberg, 2005:5).

Since sector policing is a display of community policing, which is regarded as a failed strategy, it is suggested that sector policing should be supported however, its focus should shift from community policing to community safety (Burger, 2007:149). Stevens (2003:21) holds that the community will support the police when the community feels police power mirrors their own ideals; and if law and order are upheld without the use of force, then the police will no longer be viewed as the most visible symbol of the most negative elements of government.

Burger (2007 in van Niekerk, 2016:9) further suggested that the change of its focus should entail:

- The community and its structures in a sector be organised to perform a role that is more structured in their safety and security;
- The establishment of a mechanism that is effective in providing for the policing needs of each sector;
- Ensuring that the community remains informed about issues that affect them;
- Going to the community to collect information that relates to crime, risk factors of crime, and known or potential offenders;
- The establishment of a mechanism for channelling information about the socio-economic causes of and conditions that encourage crime as well as other risk factors which the police cannot control, to government agencies or coordinating structures that can address these causes and conditions.

3.2.1 The Origin of Sector Policing

Dixon and Rauch (2004:5) and Sempe (2017:15) held that sector policing came to South Africa after a Senior SAPS Officer went on a donor-funded trip to England in London (see Section 3.2). Sector policing was applied in London in the early 1990 but stopped being implemented within a decade because of the many challenges that were experienced (Dixon & Rauch, 2004:5), such as:

- Hardship in establishing sectors, defining communities, and ensuring that people were represented in community consultations.
- Not enough resources, and limited communication from the top management of the police organisation.
- Challenging the core beliefs, values, and practices in the working culture of operational police officials because it was a new concept in the organisation,
- Police resources becoming increasingly focused on dealing with the traditional priorities of crime-fighting and responses to incidents, instead of the key aspects of community policing or sector policing, which were considered 'soft' and hard to measure (Dixon & Rauch, 2004:5).

In South Africa, sector policing was introduced to prevent crime based on the partnership between the community and the police, aiming at identifying crime problems together and coming up with appropriate solutions to the identified problems to the satisfaction of the community (Burger, 2007:143; SAPS, 2013:7). Several police stations could not implement sector policing because there were no resources allocated for its implementation, and the demand for the dedicated resources per sector exceeded the stations' capacity (SAPS, 2013:7). Sector policing was then reviewed in 2011 because certain police stations could not implement it due to a shortage of resources, and National Instruction 3 of 2009 was amended and replaced with National Instruction 3 of 2013 (SAPS: 2013:7).

After sector policing was reviewed in 2011, it was emphasised that –

- They could not adopt a one-size-fits-all approach;
- The adoption of sector policing should be to encourage community mobilisation, interaction, and building a culture of cooperation and trust;

- There are other operational policing approaches besides sector policing, and police stations should be given the option of deciding on which policing approach is more suitable, depending on the community they serve;
- sector policing is an unsustainable policing approach if it depends on large numbers of human and physical resources for its success (SAPS: 2013:7).

However, the police today still aren't developing and executing project plans with the community and local government to respond to crime generators, instead they are still doing crime prevention (Sempe, 2017:15). According to Sempe (2017:15) this challenges the effective implementation of sector policing in South Africa. Police still find themselves doing crime prevention instead of identifying crime generators.

The aims and objectives of sector policing according to National Instruction 3 of 2013 are to curb crime, encourage accessible and visible policing by police officials who are known and are operating locally, enhance reaction time and investigation, build networks with informers, bring policing services closer to the local community, better the interaction between the community and the SAPS, better the police's understanding of local issues by recognising and addressing the underlying causes, deliver a service that is of high quality with the support and approval of the local community, and improve the community's trust and confidence in the police (SAPS, 2015:52).

3.2.2 The Implementation of Sector Policing

Maroga (2004b:14), National Instruction 3 of 2013 and Sempe (2017:15) held that sector policing should be implemented as follows:

- The station decides how many sectors its precinct will have based on the station's capacity, crime hot spots, and the precinct's size and diversity. National Instruction 3 of 2013 states that the station area must be divided into a minimum of two sectors (SAPS, 2013:3),
- The station must compile an individual profile per sector entailing the identification of root causes of crime, factors preventing effective crime prevention and means on how to eliminate them, the area's key role players, and partnerships with organisations that are community-based or non-governmental,

- A sector commander, who must be a member of the SAPS, needs to be appointed by the station commander for each sector. The sector commander must be entrusted to know the sector, establish a sector forum, organise meetings and other events in the sector, liaise with stakeholders who are relevant in the community, introducing strategies for crime prevention that are based on the sector's profile and dynamics, and reporting to the station commander.
- A sector policing forum (SPF) will be established and will be a consultative forum where all relevant stakeholders of a certain sector will be represented. Maroga (2004b) adds that there must be an appointing of a secretary and a chairperson for the SPF. The activities of the SPF include monthly meetings, identifying strategies for crime prevention, and coordinating and implementing sector policing activities.
- Two vehicles should be posted for patrol in each sector on a 24-hour basis. National Instruction 3 of 2013 further indicates that a relief commander, cooperating with the visible policing commander, must place operational members in the demarcated sectors to render policing, including crime prevention, patrols and responses to complaints, which must be done in accordance with the sector crime combating forum tasking. Crime pattern and analysis of threat must also be considered when posting operational members in the sectors.

The capacity of the station, size and diversity of the population, and the physical resources such as vehicles play a vital part in the effective implementation of sector policing since they improve police visibility, crime prevention and reaction time to complaints. An appointment of a sector commander who knows and understands what is expected of him and is also committed to his job, and the establishment of a sector forum are also of great importance for the success of sector policing as they will engage in root causes of crime and the contributing factors as well as the strategies on how to prevent such crimes.

3.2.3 Challenges of the Implementation of Sector Policing

The challenges to the effective implementation of sector policing according to Maroga (2004a:15) are:

- A misunderstanding of what sector policing entails,
- A shortage of adequately trained sector commanders for managing a sector and mobilising relevant stakeholders. A criterion or recruitment process for selecting and appointing a sector manager is not clearly outlined in the National Instruction 3/2013.
- Lack of adequate resources such as cellphones and vehicles that would enable the effective and efficient functioning of managers.
- Considering that the station commanders at bigger stations have heavy workloads, it becomes difficult for them to adequately monitor all the sectors and ensure that there is accountability.
- Clarification of the difference between sector policing forums and CPF is not given.
- Some sector policing forums are experiencing same problems to CPF attempting to assemble community members to volunteer their time to attend meetings and involve themselves in activities.
- National Instruction 3/2013 failed to stipulate the key performance indicators for sector commanders and how they will be evaluated.

Sempe (2017:16) cited the following as challenges for sector policing to be implemented effectively:

- The process of implementing sector policing departed from its definition to something bigger than it.
- The wards brought by the demarcation criteria were found to be bigger than the police station area or even cutting across several police stations, whereas the division of the police station precinct was supposed to be smaller and manageable.
- The police were supposed to work jointly with the community in identifying crime generators as well as developing and implementing project plans to respond to the crime generators however, they found themselves carrying out crime prevention duties instead.
- The impact and success of the implementation process of sector policing could not be measured as the tool for monitoring and evaluation was not well researched.

Sector policing is about the police and the community partnering in developing strategies to fight crime. Thompson (1993:58) believes that partnerships are maintained when there is a sense of ownership on the individual's part. Personnel barriers, such as low level of experience and poor communication skills, could be an obstacle to the effective implementation of partnerships such as sector policing (Popay & Williams, 1998:410). Robinson (2003) holds that weak leadership and the absence of encouragement may impact the partnerships in policing practices. For the government to promote partnerships successfully, they need to devote time and resources to these partnerships (Hemel, 2004:49).

3.2.4 The Similarities of Sector Policing and Community Policing

Community policing and sector policing programmes according to Stevens (2003:15) have the following characterised:

- Permanent assignment of officers to specific duty assignments and often geographical areas.
- Significant decentralisation of authority and responsibility.
- Empowering officers and community members with decision-making authority although limited.
- Community member participation in decision-making processes that can include identification and prioritising of social issues that impacts their community.
- Partnership with institutions and agencies that are public and private.
- Adoption of an approach that focuses on problem-solving.

These two concepts focus on preventing crime based on the partnership between the police and the community and attempts to address socio-economic conditions which the police have little control over (Burger, 2007:143).

3.3 COMMUNITY POLICING

The institutional community policing developments originated in the 1991 National Peace Accord (NPA), which provided a vision for a fundamental transformation of South African policing (Brogden & Nijhar, 2005:137). The NPA came as a result of an agreement between the South African government, Inkatha Freedom Party (IFP), and

the African National Congress (ANC) on 14 September 1991 (Hough & Du Plessis, 1994:66-67), and was signed by 27 political parties, trade union and government leaders (Spies, 2002). The NPA created the first institutionalised peacekeeping and peace-making instrument for South Africa (Spies, 2002). It emphasised two new policing themes, accountability and local cooperation with the public (Brogden & Nijhar, 2005:137). The Accord advocated that the police shall attempt to obtain the public's cooperation, whose partnership in crime control and prevention tasks is inevitable (Hough & Du Plessis, 1994:66-67). According to Spies (2002) the NPA was vital in decreasing violence and providing a safety net for the process of negotiating.

The first draft policy document on policing and change which was named the Green Paper was introduced on 25 May 1994 by the then Minister of Safety and security, Mr Sydney Mufamadi, at a press conference in Cape Town. The Green Paper was published to provide a policing vision focused on a process of fundamental change, which included re-evaluating policing principles and practices by both the SAPS and the community (Burger, 2007:72). This supports the statement above under the SAPS Act which state that the SAPS acknowledged the importance of having joint adventures with the community in fighting crime (see section 2.3). It also supports the philosophy of community policing and sector policing as they both aim and focus on preventing crime on the basis of partnership between the police and the community (see section 2.4). During the implementation of community policing, South Africa enjoyed substantial assistance from donors across the criminal justice system's core departments since 1994, but the UK was the key contribution to South Africa towards community policing, reflecting a traditional sphere of interest approach (Brogden & Nijhar, 2005:12).

Community policing has not and will not be subject to a clear definition and is a combination of two words, being community and policing (Lab, 2020:245; Brogden & Nijhar, 2005:1). Clements (2006:94) stated that a clear definition of community emerged in 1915 and that it related to a delineation of rural communities in terms of trade and services that were village-based. Clements (2006:94) also stated that the term community is battered and ill-defined. He defined it as individuals who are knitted together by a shared local environment rather than interests, class and ethnicity. Clements (2006:94) further stated that it is a source of identity that goes beyond family

or personal life, but the community-identity obligations and rewards are more subtle than those of national identity.

CPF is allowed to facilitate the sector forum establishments in the police station area as it is an approved structure (SAPS, 2015:42). SAPS (2015:42) further indicated that the CPF structure could be used to better the participation of the community in sector policing in urban and rural police station areas and sub-forums or rural safety committees could further complement it. These could also be seen as the sector forums at rural police stations that support the rural safety strategy implementation. The CPF holds regular meetings which are open for public attendance and attempts to solicit public support for crime-fighting activities in the community.

Community policing is a policing philosophy that emphasises an approach that encourages cooperation between the police and the community focusing on solving the problems of the community and improving the community's quality of life (Burger, 2007:52). It is a policing style introduced by the SAPS to emphasise the importance of active participation from the community in fighting crime after the 1994 general elections (Buthelezi, 2012:1). It is a preventative approach through an empowered partnership between the police and the community to control crime, decrease the fear of crime, solve problems and improve the life experiences of all community citizens (Stevens, 2003:13). It is also a policing philosophy that is problem-solving oriented, community sensitive, accountable, and transparent (Brogden & Nijhar, 2005:1; Lab, 2014:239). It also guides police management styles and operational strategies (SAP, 1997:2). It can also be described as compliance-based policing through facilitation since one of its goals is shifting responsibility to the community through outreach strategies (Stevens, 2003:22). Community policing complements traditional crime-fighting with an approach that is centred around problem-solving and prevention-oriented and emphasises the role of the public in assisting to set the priorities of the police (Skogan, 2004:xvii). The elements of community policing appear in the past police practices, and this shows that community policing is not an entirely new idea, but just a relatively new term (Lab, 2014:239).

The traditional policing approach addresses the symptoms of crime and disorder by responding to calls or incidents, and community policing differs from this because it attempts to identify and address the underlying problems (Palmiotto, 2011:108;

Burger, 2007:52). It shifts from fighting crime through arrests to fighting crime using sets of interventions that are broader (Lab, 2014:239). Traditional policing hardly reacts to a crime or social problem, whereas community policing model requires proactive police who are searching for crime and problems to solve (Palmiotto, 2011:108; Burger, 2007:52).

Community policing is seen as a philosophy that ensures an environment that is safe and secure through joint adventures between the community and the police, which can be achieved by decreasing the number of crimes that occur, chaos and the fear of becoming a victim (SAPS, 2004:5; SAPS, n.d.:82). The concept of community policing should include community police consultative committees, inter-agency cooperation, and community police constables who are appointed to different sections in the area (SAPS, n.d.:82).

Community policing philosophy suggests that the police should operate under a decentralised structure because working under a centralised structure defeat the philosophy of community policing. Decentralised community policing gives the police an opportunity to work out of a dispersed location closer to the neighbourhood they police whereby order may be maintained by controlling space (Palmiotto, 2011:333).

Clements (2006:103) saw community policing as a range of techniques that can be used by the police and the public in partnership at a local level, and an effort concrete enough to encourage community justice and social control by gathering social resources within an identifiable group of people. CPF as an approved structure may facilitate sector forum's establishment in the police station area (SAPS: 2015:53). SAPS (2015:42) further indicated that CPF structures can potentially be used in enhancing the participation and involvement of the community in sector policing in urban and rural police station areas and may further be complemented by establishing sub-forums or rural safety committees at police stations located in rural areas to support the Rural Safety Strategy's implementation.

Community policing is a failed strategy in the United States (US), in the UK and in South Africa (Burger, 2007:142). It failed in the UK because crime levels continued to rise despite its implementation in the 1980s and it is therefore regarded as a failed strategy (Burger, 2007:142). Some British officials believe that it failed because the

police lost the initiative in the fight against crime. It represents a policing strategy that takes on a defensive policing posture, as opposed to a strategic offensive policing posture (law enforcement) in the UK. According to Burger (2007:142) for community policing to gain the initiative against crime again, the strategic offensive and crime focused policing was returned to in the 1990s.

Burger (2007:142) further stated that during the early years of democracy in South Africa (1990s), community policing was expected to solve serious crime problems and also help to transform the SAPS. Unfortunately, within a short period of 3-4 years, the police lost their initial interest in the concept and returned to more traditional methods of policing – like their UK counterparts.

The strategy contributed positively through its real or potential ability to better the police's legitimacy (Burger, 2007:142). The success of community policing requires that police officers be open to new ideas and experiences. They should also be willing to take risks (Palmiotto, 2011:107).

In South Africa, community policing failed because it had a bigger concern for issues of politics than of policing (Burger, 2007:142). It was meant to help the police with crime prevention and was seen as an alternative form of policing (Burger, 2007:142). Burger (2007:149) believed that community policing is a strategy or concept which should be phased out and replaced with a doctrine of sensible policing which should lead the police in acting responsibly and fairly, consulting and working with the public, groups, and institutions that share the lawful interest of overcoming of crime. Cordner (2010:iii) disagreed with Burger and stated that community policing is one of the most effective mechanisms of decreasing the fear of crime and enhancing police relations with the community. When law enforcement collaborates with the residents and businesses in a community, they are making an improvement in reducing crime, improving the quality of life, and bettering the safety of the public. Community policing has widely been introduced as a solution to problems of crime (Brogden & Nijhar, 2005:13).

3.4 COMMUNITY POLICE RELATIONS

Community police relations is a philosophy of providing police services embodying activities within a given jurisdiction focusing on involving community members and the

police to determine what and how police services will be provided, and how the community members and the police will solve common problems (Hunter, Barker & Mayhall, 2004:29; Mayhall, 1985:46). It is a collaboration to solve public safety issues (Palmiotto, 2011:88). Community-police relations involves the community and police planning together to combat crime and as such, healthy partnership is important for the success of community policing (SAPS, 2004:55; Verma et al, 2013:221). Skogan (2004:xx) states that in a democratic state the police alone cannot deal with crime effectively, and a collective effort from the police and community in the fight against crime seems to be the solution.

Creating an environment conducive for the germination of the police and community partnership relies on the values, norms and perspectives of the police or the police subculture, which is an important element of the police's reaction towards crime, and the cooperation between the police and community (Verma et al, 2013:222-223). Verma et al (2013:222-223) further hold that the exclusion of the community members by the police from decisions affecting them poisons their cooperation and partnership, which negatively affects the successful implementation of community policing

The community's trust and cooperation with the police are broken down. Therefore, for the police and communities to develop a partnership, the police must attempt to engage with and listen to the local communities' concerns and priorities (Clements, 2006:103). Improved community-police relations will not only result in greater personal security but will play a crucial role in resolving community conflicts and developing healthier relations between various groups (Marais, 1993). This is supported by Palmiotto (2011:88) when he said that there may be a reduction in complaints against the police and a higher success rate in solving crime if the police can develop partnership with the community. Burger (2007:51) holds that concepts such as community policing, community-oriented policing (COP) and POP are normally referred to as community-focused policing; and crime focused policing refers to ideas like the broken window theory and the zero-tolerance approach.

The success of community-police relations requires a people's police attitude and it is a broad, two-way programme that involves every officer (Mayhall, 1985:10). Mayhall further indicates that the police-community relations approach emphasises that police are entitled and should be taking interest in and helping people in resolving their

problems. However, mutual respect and exchange are necessary and cannot be separated for police-community relations to be effective (Mayhall, 1985:12). Community participation in policing, particularly crime prevention aspects such as neighbourhood watch, has increased recently (Mayhall, 1985:14). Peel's principles state that the police must get the public to voluntarily cooperate in observing the law, so they secure and maintain public respect. Part of police-community relations is ensuring a mutual understanding between the public and police: the police understanding the public and vice versa (Mayhall, 1985:14).

3.5 SUMMARY

In this chapter, the shift from traditional reactive policing to policing that is proactive with the involvement of the community was examined. It was stated that sector policing is a practical display of community policing aiming to involve the community in solving crime and problems that are crime-related. Its core definitional components are COP and POP, but it usually includes hotspot or targeted patrolling as well as controlling risk factors. Community police relations is a philosophy of providing police services embodying activities within a given jurisdiction focusing on involving community members and the police to determine what and how police services will be provided, and how they will solve common problems. However, it was stated that community policing is a failed concept in the United States, UK, and South Africa. Like community policing, sector policing is also considered a failed concept.

CHAPTER FOUR

METHODOLOGY

4.1 INTRODUCTION

The methodology is the rationale for the application of a certain research method. It is in the middle of the things that should be considered when carrying out a research study. At the top of this hierarchy are the ontological and epistemological assumptions regarding social research and the posed research question. At the bottom are research methods and tools for collecting data. In the middle is the methodology. Research methodology is the approach the researcher takes when conducting the research project, which determines the tools the researcher chooses. A method is a manner of pursuing knowledge in a recognised and appropriate way to shine light on the object of enquiry through research practices. Research methodology consists of the grounds on which the method is understood, the ontological, discursive commitments, the epistemological, and the ethical considerations that underpin the method and are demanded by the scientific discipline.

In this chapter, the research design methodology, population and sampling, data collection, data organisation, coding, ethical framework, the trustworthiness of the study will be discussed.

4.2 RESEARCH METHODOLOGY

Research methodology is how to solve problems (Fouche` & Delport, 2011:61). It is characterised by a high number of radically varying philosophies and techniques (Terre Blanche, Durrheim & Painter, 2006:vii). Fouche` and Delport (2011:61) further state that the principles of the modern research process start with a question or problem and ends with a conclusion. The methodology should provide the reader with a well-thought-out introduction to the method or methodology plus a step-by-step explanation of how the research will be conducted and analysed (Badenhorst, 2008:107).

Qualitative and quantitative paradigms are the recognised approaches to research (Fouche & Delport, 2011:63; Bless, Higson-Smith & Sithole, 2013:16; Bryman, Bell, Hirschsohn, Dos Santos, DuToit, Masenge, Van Aardt & Wagner, 2014:30). In quantitative research, data is collected in a manner that allow for numerical figures (numbers) and use statistical data analyses while qualitative research data is collected in written or spoken language and observations recorded in language. Qualitative research is naturalistic, holistic, and inductive (Terre Blanche et al, 2006:4) and is mostly used when a problem has previously never been investigated and uses smaller samples (Bless et al, 2013:16).

Qualitative data can be collected through direct observation, participants' observations, interviews, open-ended questionnaires, focus groups, language-based methods, and the collection and analysis of texts and documents (Bryman et al, 2014: 42). Bryman et al (2014:42) further stated that in qualitative research, the theoretical and empirical literature is consulted extensively to interpret the data. Another method of research is called the mixed methods research approach, in which qualitative and quantitative research approaches may be used simultaneously in the same study (De Vos et al, 2011: 63; Bless et al, 2013:16; Bryman et al, 2014:56).

The researcher in this study followed a qualitative research approach and interviews were conducted with participants whereby open-ended questions were asked. A qualitative research approach was adopted to get rich and deep meanings from information obtained from the participants using interviews (Henning, van Rensburg & Smit, 2004:3; De Vos et al, 2011:390). Qualitative research methods try to describe and interpret feelings and experiences of people in human terms than through measuring and quantifying (Terre Blanche et al, 2016:272).

This is supported by Creswell (2014:83) who held that the qualitative research approach relies on text and image data, has unique steps in data analysis and draws on diverse designs. In qualitative research, the researcher conducts face-to-face interviews with individual participants and focus groups which consists of six to eight participants each and these interviews involve few unstructured and open-ended questions that intends to draw out opinions from the participants (Creswell, 2014:190).

4.3 POPULATION AND SAMPLING

The population is the study object and consists of human products, individuals, or the conditions to which they are exposed (Welman, Kruger & Mitchell, 2005: 52,53, 55). A population is further defined as a full set of cases from which a sample is taken. According to Goddard and Melville (2001:34), any group that is the subject of research interest is the population. The population group for this study were the sector policing forum members, CPF members and the police officials from Yeoville SAPS (see section 1.2). Goddard and Melville (2001:34) further indicated that it is often impossible or unpractical to conduct a study on the entire population, but a subset of the population must be studied and the findings should come from this subset. These subsets are known as samples.

Sampling is a technique in which very precise procedures can be followed and sampling errors can be estimated (Bless et al, 2013:202). It is the process used for a study when selecting a portion of the population (Maree, 2007:79), i.e., selecting research participants from an entire population (Terre Blanche et al, 2006:4). A sample is biased if only a specific subgroup of the population is represented, or if there is an over or underrepresentation of subgroups in it (Goddard & Melville, 2001:35). According to De Vos et al, (2011:390-391); Welman et al, (2005: 56); Maree, (2007: 50); Bless et al, (2013:166-167) there are two types of sampling namely: Non-probability and probability sampling. Non-probability samples are those that can fall into one of these categories: quota, snowball, accidental or incidental, purposive, and convenience samples (De Vos et al, 2011:391; Bless et al, 2013:166-167; Welman et al, 2005:56-69).

According to the Yeoville SAPS station commander, Yeoville has three sectors with fully implemented sector policing on a 24-hour basis. However, the MEC for Community Safety, Ms Faith Mazibuko, in her answering letter to the DA revealed that two vehicles cannot be posted at each sector as required due to a shortage of vehicles, and further indicated that Yeoville SAPS has a shortage of two police vehicles (Bloom, 2019). Yeoville SAPS had a total of 61 visible policing (VISPOL) members and this study was made up of 25 VISPOL members, three sector commanders – as the station area had three sectors with a sector manager assigned to each, the VISPOL head, the station commander, four client service centre commanders, 10 members from the

CPF, and 10 members from the sector forums – which made the total number of 57 participants.

In this study, the researcher used purposive sampling. In purposive sampling, the researchers rely on their experience, ingenuity, and previous research findings to purposefully find analysis units in a manner that permits their obtained sample to be representative of the relevant population (Welman et al, 2005:69). Furthermore, a sample is chosen based on what the researcher considers to be units that are typical (Bless et al, 2013:172).

For every research study, establishing criteria for inclusion and exclusion for the participants of the study is a standard, required practice when designing a research protocol of high quality. Inclusion criteria are key features of the target population that will be used by the researcher to answer their research question (Patino & Ferreira, 2018:84). The sampling rests on the assumption that the researcher knows the kind of participant needed (Maree, 2007:79). The inclusion of participants in this sample was based on their experience and in-depth knowledge of the subject matter under research, and the participants took part in the study willingly as stated in Maree (2007: 79) and Patino and Ferreira (2018:84). The main focus for the inclusion of participants was the Yeoville station management, SAPS members performing VISPOL duties in Yeoville, which included conducting patrols and attending to complaints in the sectors; sector commanders who managed specific sectors in their area; sector forum members and CPF members as they were more hands-on and also knowledgeable about the concept of sector policing.

Exclusion criteria are features of the potential study participants meeting the inclusion criteria but having additional characteristics that could hinder the success of the study or increase their risk for an outcome that is unfavourable (Patino and Ferreira, 2018:48). Common exclusion criteria among others are chronic respiratory disease – especially now that the country is facing the Covid-19 pandemic and acute or chronic conditions that could negatively affect the ability of the person to be a participant in the study. Mentally challenged people and minors were excluded from taking part in this study since minors would need the permission of their parents to participate, and they do not take part in the sector forums and CPF, therefore they would lack knowledge in this field.

For this study a sample was drawn from the Yeoville SAPS VISPOL members, sector managers, client service centre commanders, station commander, VISPOL head, sector forum members and CPF members. The researcher approached the station commander requesting to conduct interviews with the potential participants at the station at a time that would be conducive to the participants and did not hamper or disturb service delivery. The station commander, after taking part in the interview, identified the sector commanders, the VISPOL head, and shift commanders as the relevant people who could take part in this study since they were the foot soldiers on the ground implementing sector policing. After consultation with the shift commanders, they identified potential members who were doing patrols and attending to complaints in the various sectors where they were posted, and the sector commanders identified the CPF members and the sector forum members from each sector, whereby one of them was a member of the business community in Yeoville. A total of 11 police officials ranging from the rank of colonel to constable were interviewed, and one group comprising of three SPF members and two CPF members were interviewed. All the participants were chosen based on their experience and the in-depth knowledge they possess in relation to sector policing.

4.4 DATA COLLECTION

Data comes from observation and can take the form of words as it is the basic material which the researchers work with (Terre Blanche et al, 2006:51). Researchers must collect and measure data using instruments (Goddard & Melville, 2001:41). The steps for collecting data include setting the boundaries for the study, collecting data through interviews which are structured or unstructured, documents, and determining the method to be used when recording information (Creswell, 2014:189). The most common instrument used by researchers when collecting qualitative data from the participants they are studying is interviews (Goddard & Melville, 2001:46). An interview procedure must be developed for asking questions and used during the interview and the answers should be audiotaped and handwritten notes made (Creswell, 2014:193).

Qualitative data may be collected by conducting interviews and observation. A detailed, in-depth information is collected from the participants through interviews (De Vos et al, 2011:390-391). Experiences and emotions described by a participant

become data once recorded scientifically (Bless et al, 2013:183). For an interview schedule see Appendix B.

For this study, one pilot interview was conducted at Hercules SAPS with one participant. Conducting a pilot study at Hercules police station was very convenient to the researcher because it is closer to her place of residence. Permission was granted by the Hercules station commander after the researcher's requests to conduct a pilot study at other police stations were turned down. The station commanders cited reasons such as shortage of personnel and the hampering of service delivery. Accessing the Hercules SAPS participants at any given time that was conducive to them was also not a problem for the researcher, taking into consideration the travelling costs. Hercules police station also serves an informal settlement with foreign nationals being most of the population, just like Yeoville SAPS. A pilot study was conducted so that the researcher could become familiar with some of the practical aspects of the interview such as building a rapport with a participant, developing questions that do not repeat themselves and are unambiguous, and becoming aware of the researcher's level of interviewing skills. Pilot interviews are important to test the quality of the audio recording from the audiotape by ensuring that it functions well, and to familiarise the researcher with the instruments before commencing with the interviews which will be meant for the research study (Bryman, 2012:263; Bless et al, 2013:107). They are also important to assist in the estimation of time required for each participant and the costs that may be involved (Strydom & Delport, 2011:393). The pilot interviews for this study were audiotaped, transcribed verbatim, and sent to the supervisor for approval and/or more comments on improvements to be made before the final interviews were conducted with the participants at the area where the study was based.

An interview is a one-on-one verbal interaction between the researcher and a participant (Goddard & Melville, 2001:46). An interview is a personal contact with the participant who is answering questions that relate to the research problem (Bless et al, 2013:193). Qualitative interviews are open-ended questions that intend to draw opinions from the participants (Creswell, 2014:190). Participants may express their views through non-scheduled interviews or non-scheduled structured interviews (Bless et al, 2013:193). With a non-scheduled interview, participants are asked to comment on issues that are broadly defined and are at liberty to elaborate on topics

as they deem fit and to relate their own experiences, and the researcher will intervene to enquire for clarity or further explanation, but does not give directives or confront the interviewee with probing questions, whereas with a scheduled structured interview, a list of issues that are to be investigated is drawn up before the interview (Bless et al, 2013:193). Bless et al (2013:194) further holds that the list should contain precise questions, their alternatives, or sub-questions depending on how the main questions are answered.

The researcher in collecting data for this study, conducted one-on-one and focus group interviews with participants, and open-ended questions were asked. A semi-structured interview was followed and an interview schedule which is attached as Appendix B and labelled "list of questions" was utilised. In collecting data, the researcher took into consideration the time and venue which was more convenient to the participant and respected the confidentiality of the information provided as well as the anonymity of the participant as mentioned by Bless et al (2013:204).

4.5 DATA ANALYSIS

Data analysis is a continuous process where there is an intertwining of data collection, processing, analysis, and reporting. The purpose of analysing data is to summarise the findings of what was seen or heard in terms of words, themes, or patterns that are common and will help to understand and interpret that which is emerging (Maree, 2007:99). Data analysis continue along with other parts that develop the qualitative study like data collection and writing of the findings (Creswell, 2014:193). Raw field notes must be transcribed before they are analysed and put through the same processing as handwritten notes (Welman et al, 2005:211). Themes should be identified and described as the umbrella constructs by the researcher before, after, and during the data collection. Themes can also be identified by analysing the original field notes and their identification can be done by using techniques such as analysing words, reading larger portions, analysing linguistic features intentionally, physically manipulating texts, and a secondary data analysis (Welman et al, 2005:211). Data are interpreted by sorting, arranging, and reducing the data to pieces that are manageable (De Vos et al, 2011:399). In analysing data collected in this study, Creswell's spiral technique was used.

Data organisation is the practice of categorising and classifying data to make it more usable (Sisence, n.d.). It is important to organise the collected data because it enables the researcher to keep track of all collected information. Data collected must be organised by keeping the different data sets separate, in folders, files, or boxes and marking each bit of data clearly in terms of its identifying characteristics for easy retrieval (Maree, 2007:104).

For this study, interviews with participants were conducted to collect data and were audio-taped. Handwritten field notes were also compiled. The data collected were placed separately in different folders and marked accordingly for easy identification and retrieval. The collected data were transcribed verbatim by the researcher.

Coding means marking segments of the data using symbols, words that are descriptive, or unique identifying names (Maree, 2007:105). Coding means to bracket chunks of text or image segments – thus helping with organising the data (Creswell, 2014:197). Tags, names, or labels are applied to items of data while coding (Hammond & Wellington, 2013:22-23). It typically begins with simple descriptive labels to summarise the meaning of a unit of text, which could be a word or a phrase or unit of meaning within the text. These labels typically grow into unmanageable lists and need to be further grouped into larger codes. At a later stage, these larger codes themselves may be grouped into more abstract categories. Once codes are settled upon, they can be applied across sets of data. The researcher may choose a top-down or bottom-up approach when generating codes (Hammond & Wellington, 2013:22-23).

Coding breaks up the original transcripts and classifies all fragments into different categories. Codes are often developed by looking for themes and trends within the data itself. Notes are written with possible codes alongside the original text. To be consistent in coding, each code should be clearly defined and the coding system be explained to others. A code definition should include a title and a description of the type of data categorised under that code. After finalising the coding system, the researcher can then recode the entire data set by breaking up the text in the transcript into fragments and allocating them to particular codes (Bless et al, 2013:343-343).

A code in qualitative research is often words from a portion of language-based or visual data (Saldana, 2013:3). The data can consist of transcripts from interviews,

observation field notes of participants, documents, drawings, photographs, video, internet sites, e-mail correspondence, and literature. Portions of data coded during the first cycle of the coding process differ in magnitude – from one word to a full page. The second cycle of the coding process, the length of the coded portions can remain the same, change, or even have the developed codes reconfigured. When searching for patterns in coded data, phrases may be grouped because they are the same, alike, or have something in common – even if it is a difference (Saldana, 2013:3).

Welman et al (2005:214) stated that codes are labels or tags that attach meaning to the raw data that was collected during fieldwork. These labels are used to organise chunks of the text according to themes to understand the unclear material.

4.6 ETHICAL FRAMEWORK

Ethics is a set of moral principles suggested by an individual or group, is accepted widely, and has rules and behavioural expectations concerning the most correct way to handle experimental subjects (De Vos et al, 2011:114). The fundamental rule of social research is that it must not bring harm to the participants (Bless et al, 2013:28; Strydom & Delport, 2011:115). Ethics applies when considering whether actions are good or bad, right or wrong (UNISA, 2013:18).

De Vos et al (2011:115), Welman et al, (2005:201) and Goddard and Melville (2001:49) identified the following as ethical issues: Not harming experimental subjects and/or respondents; informed consent; and having due regard for people's anonymity and confidentiality. The researcher when collecting information from the participants should consider identifying voluntary participation, denial of treatment, debriefing of participants, compensation, deception of respondents, actions and competence of researchers, and release of the findings as ethical issues (De Vos et al, 2011:115). Goddard and Melville (2001:49) further mentioned respecting participants and not subjecting them to unnecessary research as ethical considerations.

UNISA (2013:9) and Bless et al (2013: 29-31) identified the following ethics principles:

- Autonomy: research should respect the independence, freedom, rights, and dignity of the participants.
- Beneficence: research should contribute positively towards people's welfare.

- Non-maleficence: research should not harm the participants or the public.
- Justice: there should be a fair distribution of benefits and risks among people, which means all people should be treated equally. There should be respect for cultural differences; fairness; transparency, integrity, and accountability; and non-exploitation.
- Informed consent: the researcher must clearly state the information about the study to the potential participants: its methods, risks, and benefits, along with assuring the voluntary nature of participation, and the freedom to withdraw without penalties (Terre Blanche et al, 2014:72). The informed consent form is attached as Appendix D.
- Fidelity: promises between the researcher and the participant must be kept faithfully – otherwise ethics are violated, and the participant's rights are infringed.

The researcher familiarised herself with the guidelines for ethics in research and ensured that all the participants took part in this study willingly and guaranteed them confidentiality and anonymity. Each participant completed a participant information sheet which is attached as per Appendix C. A consent form was also signed by each participant, and they were informed of their right to withdraw from taking part in the study without giving reasons if they were no longer interested. The researcher took into consideration the participants' culture, and they were given the necessary respect. Their safety was a priority, and it was ensured before the study started. Permission to conduct this study at Yeoville SAPS was granted by the SAPS Head Office: Component Research, the Gauteng Provincial Commissioner, and the UNISA College of Law Ethical Clearance Committee. The permission letter from SAPS is attached as Appendix E. The ethical clearance certificate from the UNISA College of Law Ethical Clearance Committee is attached as Appendix F. The turnitin receipt is attached as per Appendix G.

4.7 TRUSTWORTHINESS OF THE STUDY

The trustworthiness of qualitative research is vital to ensure the credibility of the study (Krefting, 1990:215; Lincoln & Guba, 1999:21). It evaluates the quality of qualitative research based on its credibility, transferability, dependability, and confirmability

(Bryman, 2012:390; Bless et al, 2013:236). Authenticity is also one of the primary criteria for assessing a qualitative study (Bryman, 2012:390).

4.7.1 Credibility

Credibility desires to convince that the findings reflect the truth of the reality under study (Bless et al, 2013:236). The credibility of findings is established when the research is carried out according to the standards of good practice and research findings are submitted to the members of the social world who were studied to confirm that the researcher has understood that social world correctly (Bryman, 2012:390). According to Bryman (2012:390) this latter technique is known as respondent validation.

The researcher in this study used similar open-ended questions which were asked all the participants during the one-on-one as well as the focus group interviews. The same questions were used when the pilot interview was conducted by the researcher. A pilot study was carried out to determine that the questions were not exhausting, repeating themselves, and ambiguous. The participants did not influence one another, and their responses were considered valid and reliable. The researcher transcribed the participants' responses verbatim in Chapter Five that deals with the presentation of the findings. The reader can use these verbatim transcripts to assess the credibility of the researcher's presentation of the findings.

Another technique that can be used to authenticate and heighten the trustworthiness of the qualitative research is triangulation (Bryman, 2012:390; Bless et al, 2013:238). Triangulation involves merging a couple of different research methodologies to study the same phenomenon (Bless et al, 2013:238; Bryman, 2012:390). The purpose of using triangulation is to demonstrate that the results obtained are independent of the methodology used (Bless et al, 2013:238). Bless et al (2013:236) argued that studies with high credibility are those in which the researcher has convincingly showed that the study is appropriate and has an overall internal logic of the research questions, design of the study, method of data collection, and approach used to analyse data.

Triangulation was done by the researcher by collecting data from various sources and examining evidence from the sources and this was used to build a coherent justification of the emerging themes in support of the theory of sector policing. This

extensive collection of data from multiple sources improved the richness and rigour of this study, which also added value to its credibility.

4.7.2 Transferability

Transferability is the extent to which results from a study are applicable to other similar situations (Bless et al, 2013:237). It requires the researcher to give full descriptions about the context in which data was collected, the researcher as a person, and about the researcher's relationship with the study's participants, which Bryman refers to as thick description (Bless et al, 2013:237; Bryman, 2012:390). A thick description provides others with a database to make the judging of the possible transferability of the findings to another environment (Bryman, 2012:390).

The researcher used comprehensive and thick descriptions to communicate the research findings. The researcher expressed in detail the participants' responses to the research questions which were asked by transcribing verbatim quotations. This detailed, in-depth description will allow the readers to make judgements regarding the transferability of the findings.

4.7.3 Dependability

Dependability entails ensuring that complete records of all phases of the research are kept in a manner that is easily accessible – being it notes from fieldwork, transcripts from the interview, and decisions on data analysis. This is known as an auditing approach (Bryman, 2012:392). It stresses that a clear and thoughtful strategy be thoroughly described and followed precisely by the researcher (Bless et al, 2013:237). Bless et al (2013:237) further state that the trust that the results are dependable is increased when the researcher describes exactly how data was collected, recorded, coded, and analysed, and good examples can be presented to illustrate this process.

In this study, the researcher audiotaped the interviews conducted, made field notes, and transcribed the data collected to ensure a detailed account of events. Data was separated into different files and marked accordingly for ease of identification and retrieval. The researcher provided a rich description of how data was collected and the records of all the phases of the research have been kept, and this could assist the reader in trusting that the results are dependable.

4.7.4 Confirmability

Confirmability entails other researchers or observers being able to get findings that are similar by following a research process that is similar and in a context that is similar (Bless et al, 2013:237). Even though complete objectivity is impossible in social research, the concept of confirmability shows that the researcher acted in good faith (Bryman, 2012:392). It should be evident that the researcher has not visibly allowed personal values or theoretical inclinations sway how the research was conducted or affected the findings from the study (Bryman, 2012:392). The researcher is also expected to critically evaluate the methodology which was used (Bless et al, 2013:237).

The researcher kept a full record of the interviews in the form of handwritten field notes and audio tape recordings. The transcribed interviews have been safely kept for record purposes.

4.7.5 Authenticity

Authenticity includes criteria such as ontological authenticity, catalytic authenticity, educative authenticity, fairness and tactical authenticity (Bryman, 2012:392). The authenticity criteria have a controversial impact on research and are thought provoking however, they are not influential (Bryman, 2012:392).

In this study, the researcher used triangulation to ensure the trustworthiness of the research. Three sets of interviews were conducted with the participants whereby similar pre-arranged questions were asked. The pilot interview schedule was conducted before the actual interviews. Records of the interviews, field notes, interview transcripts, and data analysis decisions have been kept safe and can be made available when needed. The critical evaluation of the methodology used has been presented.

4.8 SUMMARY

In this chapter how this study was conducted were outlined. The research design methodology, population and sampling, data collection, data organisation, coding, ethical framework, and the trustworthiness of the study were discussed. The findings of the study will be presented in the following chapter.

CHAPTER FIVE

THE PRESENTATION OF THE FINDINGS

5.1 INTRODUCTION

Presentation of data is all about reducing and organising the data collected during the interviews, interpreting it, and giving it visual form. In this chapter, the research findings will be presented. Data was collected in accordance with sections 4.3 and 4.4 above.

The findings will be presented according to the themes and sub-themes. The following themes were identified and will be discussed below: Theme 1 focuses on the participants' understanding of the concept of sector and community policing; theme 2 is about the implementation of sector policing; and theme 3 focuses on the engagement of the community in sector policing. Each theme is defined, and the understanding of each individual and the group interviewed is presented and supported by the quotations from the participants. Participants will be allocated codes and will be referred to as follows:

- Individual interview police official – IIPO
- Individual interview sector commander - IISC
- Group interview CPF member- GICPFM
- Group interview SPF member - GISPFM

Individual interviews were conducted with 11 police officials ranging from the rank of colonel to constable including the sector commanders, and also one group comprising of three SPF members and two CPF members was interviewed.

5.2 AN UNDERSTANDING OF SECTOR POLICING AND COMMUNITY POLICING

Sector policing is the division of the police station's area of jurisdiction into smaller areas or sectors for easy management and the improvement of community interaction. It is regarded as a policing approach that supports the implementation of the philosophy of community policing and partnership policing. According to the National Instruction 3 of 2013, two patrol vehicles must be posted in each sector 24 hours each

day of the week. Community policing is a philosophy that was introduced in South Africa in 1994 during the transition to democracy, which emphasises the need for communities to actively participate in the fight against crime (see Section 3.2 & 2.6).

The theme “an understanding of sector policing and community policing” sought to determine the level of understanding of the SAPS members and the community members of the concepts of sector policing and community policing. Under this theme, the following sub-themes will be explored:

- The establishment of community policing and sector policing
- Relationship between sector policing and community policing
- Establishment of CPFs
- Establishment of sector forums and membership of the sector forums

In this study, the police and the community participants’ understanding of the concept of sector policing were similar. They understood sector policing as the division of the policing area into smaller, manageable sectors. Some police officers understood sector policing as a means of swift response to complaints (see Section 3.2.4). The questions that were asked were: “What do you understand about the concept of sector policing and community policing?” The responses regarding sector policing were as follows:

I understand sector policing to be bringing policing closer to the people because the area has been sub-divided into smaller sectors. sector policing is a strategy for community policing (IIPO1).

The way I understand it and the SAPS, sector policing is something that is divided as a sector so like we have sectors one, two and three ... so that they can control crime (IISC1).

....is a system whereby the SAPS has divided a policing area into sub-components (IISC2).

The police must have a clear view of the area they are patrolling... and the area must be controllable by the vehicles patrolling that area. ... Like it's a big area

divided into sub-areas ... so that the police can be in that vicinity at all times and don't have to travel many kilos to go and do a complaint (IIPO8).

...as the community, we are the eyes and ears of the police since they cannot see what we see outside when they are at the police station (GISFM1).

Concerning community policing the responses were as follows:

Community policing is policing including the community. The community needs to be involved because you cannot police without the involvement of the community and having community policing means that one has to be sensitive to the needs and one must be able to respond to those policing issues. Now we ask, 'what can we do, how do you want us to help you?' (IIPO1).

...is when the police and the community work together and address the issues and the causes of crime around the area (IISC1).

Community policing is a multifaceted approach in ensuring a partnership between the police and the members of the community whereby all role players are engaged in the fight against crime and in trying to create harmony between the police and the members of the community. If you recall very well previously during the Apartheid era the police were seen as the enemies of the community, so we are trying to bring back the confidence of the community towards the police (IISC2).

Community policing ... are the group of community members who help the SAPS members in doing patrols in order to combat crime around the area (IIPO3).

Community policing I think is about attending to complaints and patrolling the area that you have been assigned to patrol and attend complaints to (IIPO4).

....is the community working with the police ... when the community see something, they effectively report or assist the police with any situation that would turn illegal or call people's attention (GICPFM1).

The community's understanding of the concept of community policing was similar and they understood it as the working relationship between the police and the community

in the fight against crime, except for one SAPS member who understood it to be concentrating on patrols and attendance of complaints in a particular sector where the members are posted. However, this SAPS member is still in line with National Instruction 3/2013 as it clearly states that the operational members must be posted in the demarcated sector to render policing services to the community, which includes patrols and attendance of complaints, to enhance responses and service delivery (SAPS, 2013: 41).

5.2.1 The Establishment of a CPF

Participants were asked the following questions: "What is the CPF and when was it established?" The responses to these questions were as follows:

CPF is the community working with the police. So, it is the community that police itself indirectly... it's an arm of the police because the police cannot be everywhere, every time but the community is everywhere, every time. So, I advise the community that when you see something ... like robbers or thieves, do not try to attack the thieves because they are armed... try to call out the police. With regard to its establishment ... I don't know" (GICPF1).

...is the legislated forum ... is the gate between the police and the community now in the whole precinct (IIPO1).

CPF is the mother body of all sectors... it is the overseer of the SAPS (IISC1).

...are all community members of that sector coming together in order to fight crime. They are run by the station, they have meetings in the station, they have got leaders as well. They go hand in hand with the sector managers ... whenever they have meetings, the sector managers must be there (IIPO3).

However, in relation to the question about when the CPF was established in Yeoville, the responses were:

I can't say when, but I think it's when our management, our principals gave instruction about the CPF, especially the office of the MEC of community safety because this instruction comes from there (IISC1).

I think it was established at the end of 2005 (IIPO3).

...are members of the community that are taking complaints from the community ... working together with the police... also doing patrols. They are members of the community that are appointed by the station commander... and when they have meetings the station commander must be there (IIPO4).

I wouldn't know because when I arrive here ... community policing was already here (IIPO4).

Likewise, I don't know (GISFM1).

From the participants' responses, it became clear that they did not have a clue of when the CPF was established at their police station. One participant said that he thought it was established in 2005, whereas the others said that they did not know. The community and the SAPS members' understanding of CPF is that it is the community working together with the police in the fight against crime. However, one SAPS member understood it to be the police members posted in a particular sector, where they patrol and attend to complaints, which is different to what the governing prescripts alluded to.

5.2.2 The Establishment of the Sector Forum and the Membership of the Sector Forum

A sector forum must be established in every station-demarkated sector to enhance police-community interaction to jointly address crime problems and crime prevention initiatives in that sector. The establishment of the sector forum must be facilitated by the sector commander in terms of National Instruction 3/2013.

Under this sub-theme, the questions that were asked were as follows:

- What is a sector forum?
- Who can be a member of a sector forum?
- When were the sector forums established at your station?

The above questions were asked to determine whether sector forums were established in accordance with National Instruction 3/2013 as indicated above.

Concerning the question about what a sector forum is, the responses from the participants were as follows:

...each and every sector must have a sector forum, the person who is going to work together with the sector commander (IIPO9).

Our CPF would be our sector forum where the public and all are invited to hear about what is happening in the police station, in the sector, crime stats, everything (GICPFM1).

...maybe people in the community who deals with different portfolios like liquor outlets and others (GISFM1).

...is a forum which is been created or formed in that sector (IIPO8).

...is a community together with the sector managers (IIPO6).

...is a forum that has been created among the members of the community of a certain block (IISC2).

A sector forum is a community structure that has been formed by the people living in that sector to support community interaction with the police and participate in crime prevention initiatives. Some of the SAPS members understood a sector forum to be a forum formed in a sector, whereas other SAPS members' understanding was that it is the community working with the police. The CPF member and the sector forum member understood the CPF to be the sector forum. They seemed to struggle to separate the two. According to National Instruction 3/2013, a sector forum is a "mechanism established in a demarcated sector to support community participation in the prevention of crime (SAPS, 2013:10).

The responses to the question on who could be a member of the sector forum were as follows:

The person who resides within that demarcated area who does not have a criminal record ... who is a good standing member of the community, and who is willing to participate in the fight against crime (IISC2).

We encourage people who are in good standing with the law, must be permanent residents in that sector and must have passed vetting. We don't encourage people with criminal records to be participating in this activity and

we don't encourage people that are known to be active in criminal activities. ... you know, here at Yeoville there are people who are hijacking buildings, so we don't want such people. ... you know, they just come and block water and re-channel the payment and inform the people that the owner himself is not the owner, he is the hijacker himself. Then they convince the tenant that they will reduce rent ... and if you resist, they just go to your switch and switch off water or lights, then you will be without water or lights. There is some kind of intimidation that gets into play, and everybody will start paying them and the landlord will be waiting for the money and the money is not coming. So, we don't encourage such people to be part of the sector forum (IIP01).

Any member who is responsible in the community can be a member of the sector forum ... who don't like crime (IIP08).

...community member (GISFM1).

Anyone from that sector (GICPFM1).

From the participants' responses, it became evident that for someone to become a member of the sector forum the person has to be a resident in that sector. The SAPS members cited that the person should be responsible and not have a criminal record.

As to when sector forums were established at their station, the responses were as follows:

...I will be lying (IIP06).

I am not sure when (GICPFM1).

In 2004 (IIP07).

...as early as 2004, 2005 (IISC2).

...since sector policing was implemented here at Yeoville but fortunate enough we have established the new ones recently... in October 2019 (IIP01).

The responses given concerning the question as to when sector forums were established indicated that the SAPS members, CPF members and sector forum

members were not sure as to when the sector forums were established at their station. Some said in 2004/2005, others said since the implementation of sector policing and others clearly said that they did not know. However, it was made clear that the new sector forums were established recently in October 2019 (see section 1.2).

5.2.3 The Relationship Between Sector Policing and Community Policing

As indicated in Section 1.1 sector policing is a practical manifestation of community policing, therefore CPFs may be used to facilitate the establishment and effective functioning of a sector forum.

The question: “What is the relationship between sector policing and community policing?” was asked and the following responses were given:

Sector policing is the strategy for community policing because the concept for community policing is to bring policing to the community and work with the community. So, once you have sector policing you will have sector forums that will deal with policing and criminal issues (IIPO1).

The two are inseparable because community policing deals with the whole area in a policing precinct and sector policing deals with the demarcated zones which falls under community policing. ...members from a particular area will come with their grievances ... with efforts and ideas, and they pour it all together in a community policing environment and will be dealt with directly with the police management (IISC2).

It's one and the same thing although community policing is the mother body of sector policing. sector policing and community policing comprise of the members of the police as well as the members of the community. But sector policing ... focuses on that specific sector and community policing takes the overall control of the policing in the area (IIPO7).

The relationship is good (IISC1, IIPO3).

Sector policing is like ... you are posted to do policing in that sector, and you will also be doing community policing (IIPO4).

The relationship between those two is still good because they still give us information and we give them the results (IIPO6, IIP09).

Sector policing is policing in that particular sector... only focuses on that section and community meaning Yeoville as a whole (GISFM1).

Community policing might still work in sectors as we are the CPF in our sectors... but it's now the SAPS working with the community in each sector (GICPFM1).

The SAPS members and the members of the community had a common understanding of the relationship between sector policing and community policing. Most of them cited that sector policing concentrates on a particular sector with regard to policing issues, and community policing focuses on the entire policing precinct. Others mentioned that when community members from a specific sector have problems with crime in their demarcated area, they report their issues and concerns to the sector forum members who then report to the CPF – the CPF then discusses such issues with the station management. This is in line with National Instruction 3/2013 which stipulates that the CPF may be used to facilitate the effective functioning of a sector forum as mentioned above.

5.3 THE IMPLEMENTATION OF SECTOR POLICING

Sector policing was officially implemented in South Africa in the 2002/2003 financial year (see section 1.2). In 2009 National Instruction 3 of 2009 became the guiding policy for the implementation of sector policing (Van Niekerk, 2016:1). In 2011 National Instruction 3 of 2009 underwent a review by the SAPS and it was replaced by National Instruction 3 of 2013 (see section 3.2.1) . National Instruction 3 of 2013 outlines the responsibilities of each role player (see section 3.2.2).

Under this theme these questions were asked:

- How many sectors does your station have?
- How many vehicles are posted in each sector?
- What is a sector commander?
- What are the responsibilities of a sector commander?
- What are the requirements for one to be appointed as a sector commander?

- Do the appointed sector commanders receive training before commencing their duties as sector commanders?

These questions were asked to determine whether the implementation of sector policing was carried out in compliance with National Instruction 3/2013.

5.3.1 Allocation of Resources

Under this sub-theme, the following questions were asked: How many sectors do your station have, and how many vehicles are posted in each sector?

All the participants, being the SAPS members, CPF members, and the sector forum members, said that their station has three sectors, namely Yeoville which is sector 1, Bellevue and Bellevue East which fall under sector 2, and Observatory which is sector 3 – and that each sector has a sector commander allocated to it. The responses to the question about the number of vehicles posted in each sector were as follows:

On a good day, it's one per sector, because of shortage of personnel I am not able to post more. If it's not a good day it happens that I have got one in sectors one and two, then crime prevention will roam around (IIPO1).

...to be honest, because of the shortage of resources we post one vehicle for all three sectors. If we are lucky we get two vehicles ... if we don't get suspects in the cells (IISC1).

For now, because of shortage, it's one vehicle per sector (IIPO3).

...mostly it's three vehicles, but sometimes two, even one depending on how many members came to work (IIPO4).

...due to the shortage of resources ... sometimes we have two vehicles for all the three sectors (IISC2).

I am not aware if there is a vehicle per sector. The issue of a vehicle being posted in each sector was never communicated to us (GICPFM1).

Not that I am aware of. That's why I say induction is crucial since we are all new in this field (GISFM1).

In response to the question about the number of sectors in their area, all participants did not experience any difficulty in informing the researcher that the Yeoville policing area is divided into three sectors. Concerning the question about the number of vehicles posted per sector, the SAPS members' responses differed. Some said one vehicle per sector is posted, others said two vehicles are posted to patrol all three sectors, while others made mention of one vehicle being posted to do patrols and attend to complaints in all three sectors. The CPF and sector forum members said that they did not know about vehicles being allocated to conduct patrols and attend to complaints in specific sectors, which proves that communication between the station management, CPF, and sector forums is lacking. From the SAPS members' responses, it became evident that the allocation of vehicles per sector daily is not done in accordance with the National Instruction 3/2013, as it provides that two vehicles be posted in each sector on a 24-hour basis. All the SAPS participants cited a shortage of resources as the main problem for not complying with National Instruction 3/2013 regarding the posting of two vehicles per sector daily (see Section 4.3).

5.3.2 The Management of Sector Policing

According to the National Instruction 3/2013, the station commander must arrange a meeting with the station management and the CPF chairperson to determine the provisional demarcation of the police station, having the map of the police station area in place. Regarding the demarcation of the police station area, consideration should be given to the available resources, demographics, topographical layout, infrastructure, alignment with municipal wards, community needs and the traditional leaders in the police station area (SAPS, 2013: 3). The station commander must also identify suitable members to be appointed as sector commanders and inform them in writing about their appointments as well as their responsibilities (SAPS, 2013: 4).

In determining whether this was done procedurally, the following questions were asked: What is a sector commander, what are the responsibilities of a sector commander, what are the requirements for one to be appointed as a sector commander, and do the appointed sector commanders receive training before the commencement of their duties as sector commanders?

The responses to the question "what a sector commander is", were as follows:

...is a person that is appointed to manage a sector... is also working with the sector teams ... will compile the sector profile, will make sure that there is a sector forum and will identify all the issues in the sector and escalate them to bigger forums like the CPF or the station commander... will be the liaison or the bridge between the sector and the station (IIP01).

...is the head of a particular sector whereby the community can lodge complaints to him regarding crime (IIP03).

...is a member that has been appointed to manage and coordinate all crime-related activities in the demarcated sector (IIP07).

...is someone who has been appointed by the station commander and the VISPOL commander, like most when there is a lot of complaints in that sector, the sector commander must call and must have people in that sector who can be able to assist him with the problems that they are facing ... and he must take those complaints to the shift that will be working to cover up the hotspots and the complaints that community is complaining about (IIP04).

...is a person appointed to oversee or manage the activities in a particular sector. He conducts activities alongside the community and ensure that community problems are being attended to and that there is visibility in that sector, and that complaints are dealt with in accordance with the statutory requirements (IISC2).

...is a person who liaises with the community and the station commander... is a mini station commander (IISC1).

I know a sector manager, but a sector commander, no. A sector manager is a SAPS official who manages a sector so in terms of the community policing forum, whatever liaison there is with the community in that particular sector it should be reported to him or her to handle the distribution of the information (GICPFM1).

...and they have to be employed by the SAPS (GISFM1).

The SAPS members, the sector forum members, and the CPF members understood a sector commander as a police official who would be the liaison officer between the community members and the station management. It was understood that the community living in that sector would bring their concerns regarding crime to their sector commander who would address them jointly with the community members and the station management. The sector commander would also ensure that the patrol vehicles concentrate on the community members' concerns by patrolling the crime hotspots when working in that sector. What is still of concern is the terminology. The community members indicated that they did not know a sector commander but were familiar with the term 'sector manager'. However, the understanding and description of their functions are the same.

Another question that was asked was: What are the requirements for one to be appointed as a sector commander? The responses to this question were as follows:

...a responsible police officer (IIP09).

...be knowledgeable of the sector or area, be friendly and be able to explain to the police must be in that sector (IIP08).

...the member must be able to interact with the community, be flexible, not be politically motivated/affiliated and be impartial (IIP07).

A person that can be able to interact with the community and the police (IIP06).

The person must know the area or must be prepared to know the area, must be able to work after an hour, must know at least the minimum directives and regulations of the police, must know how to speak to the people – be a public speaker, be patient, be able to listen to the people, be able to think on his toes and also be able to escalate the issues that he can't be able to deal with (IIP01).

...needs to be appointed as a police official in terms of the South African Police Service Act, need to have attended the in-house courses in terms of sector policing within the SAPS, have an interest in interacting with the members of the community, be attentive to details in terms of crime-fighting and to be a liaison between the community and the station management (IISC2).

As long as you are a member of the SAPS and you are working at that station, you can be a sector commander. Be dedicated as well (IISC1).

...must be someone who has been at the station for some time, who knows the area very well ... who is able to talk to the people (IIPO3).

They have to be appointed by the SAPS (GICPFM1 & GISFM1).

All the participants in this study indicated that the person to be appointed as a sector commander must be a member of the SAPS. Others stated that the member must be able to interact with the community members and also be able to communicate the community members' concerns to the station management. It was also mentioned that the member to be appointed must show an interest in interacting with the community and becoming the sector commander. National Instruction 3/2013 is not clear on the requirements for one to be appointed as a sector commander. It only stipulates that the station commander must designate a suitable permanent member as a sector commander to manage and coordinate the policing of all crime-related activities in the demarcated sectors (SAPS, 2015: 97), after consultation with the station management. In relation to what is regarded as a suitable member, the National Instruction does not clarify that. It has left it open to the discretion of the station commander to decide who and what can be classified as suitable (see section 2.6 & 3.2.2).

On the question about the responsibilities of a sector commander, the responses were as follows:

I don't know because some just get in the police cars and drive around ... I think maybe they also don't know their responsibilities (IIPO3).

...to work with the community, to attend sector meetings, to attend the Imbizo with the sector, to make sure that crime prevention members are patrolling the area and to communicate and reduce crime with the community (IISC1).

...to bridge the gap between the community and the police, to be able to liaise with the community in terms of crime prevention activities, mobilise the community to join the fight against crime and ensure that the community

understands what is required of them, and their rights and responsibilities as members of the community in relation to policing their area where they reside (IISC2).

He has to hold meetings with the community in that area and brief the police or reliefs (shifts)... about the crime that is happening in that sector (IIP06).

...must be able to speak to the community and get their issues, speak to the sector teams ... speak to the relief commander and say my problem is 1,2,3 and the times, speak to CIAC or CIMAC office and check if the stats talks to the reality on the ground. He must also be able to advise the station management (IIP01).

...is to take information from the community and maybe weekly have a meeting with the community (IIP08).

I think it's the relationship management between the community and the SAPS (GICPFM1).

Sector forum members did not respond to this question, they were all quiet.

From the responses given above, it emerged that the sector commanders knew and understood their responsibilities. They had mentioned that the sector commanders must liaise with the community members regarding crime prevention activities, hold meetings, and ensure that the community knows what is required of them as well as their rights and responsibilities as community members. However, one SAPS member said that he did not know the responsibilities of the sector commanders and also mentioned that he doubted if the sector commanders know what their responsibilities are. Concerning the community members' right to know the responsibilities of the sector commander, it proved otherwise, because all the community members could not respond to this question, especially the sector forum members as well as the CPF member. By simply saying "*I think*", it proved that they were not sure of the sector commanders' responsibilities.

As the CPF and sector forum members were still new, only recently elected in October 2019, it meant that there were still matters that need to be addressed with the sector

forum members and the CPF members at their meetings, for these forums to function effectively and efficiently. The sector commanders' responsibilities must be explained to them as well as the responsibilities of the CPF, and sector forums should be explained to the CPF and sector forum members. For sector policing to be a success, the community and the sector commander must be clear on what sector policing entails, what their respective responsibilities are, and they must be accountable to each other. Therefore, an induction still needs to be done and all the role players should be given full and clear training about sector policing so that they know exactly what is expected of them.

Another question that was asked was: Do the appointed sector commanders receive training before the commencement of their duties as the sector commanders? The responses to this question were as follows:

I don't remember going for training to be trained as a sector commander. They just appointed me, and I started to do the job. Some other information I just get it myself. I did not get any induction (IISC1).

The members receive training whilst they are busy performing their duties as the sector commander. But recently, the newly recruited members in the training colleges, they receive training in sector policing unlike the old members (IISC2).

...they are given training so that they must know what is to be done in order to be a sector commander (IIP02).

Not necessarily. Most of them hit the ground running and the training will find them on the way. We conduct in-service training ... while applying for a formal course (IIP01).

...here at the station, I don't think they receive any training. But according to a course that I have attended at Atteridgeville, they have to receive training so that they can know their duties and responsibilities (IIP03).

It was supposed to be done like that, but we appoint them and thereafter we take them for training (IIP07).

I don't know (GICPFM1).

The responses from the SAPS members who participated in this study made it clear that the sector commanders do not receive training in relation to sector policing before they start with their duties. Training comes at a later stage, and this was confirmed by some of the SAPS members who mentioned that the sector commanders hit the ground running and training will get them along the way (see section 3.2.3). This proved that the SAPS does not take sector policing seriously; even when selecting members to attend sector policing courses, they do not prioritise that sector commanders attend those courses, instead, they select members who are not sector commanders to attend. The CPF and sector forums members in their responses said that they were not sure whether the sector commanders receive training or not. National Instruction 3/2013 is very quiet about whether the sector commanders should be trained about sector policing before they commence their duties. It only states that the station commander must identify suitable members to be appointed as sector managers, arrange an interview with suitable members to be appointed as sector commanders, and inform them of their roles and responsibilities (see section 3.2.3). The National Instruction 3/2013 mentions that suitable members must be identified and the word “suitable” could mean anything to anyone because it is too broad.

5.4 ENGAGEMENT OF THE COMMUNITY IN SECTOR POLICING

Sector Policing was established to bring the community closer to the police to jointly discuss crime prevention strategies to enhance policing in communities. For this objective to be achieved, the police must discuss crime-related issues with the community to identify the root causes and the solutions to the crime problems. In determining whether this was done by the SAPS in conjunction with the community, the following questions were asked:

- Do the police engage the community in discussions relating to crime prevention and the root causes of crime?
- Since the implementation of sector policing at your station, do you see any improvement concerning crime reduction?

The participants' responses to the question: Do the police engage the community in discussions relating to crime prevention and the root causes of crime? were the following:

Yes, we do. We attend the sector forum meetings, and we discuss crime there, and what are the possible root causes and how to deal with them ... here at Yeoville most of the time is the liquor outlets that are contributing to crime. There are liquor outlets, guest houses, hotels and you may find that some of them are not legal, and... we have established that some of the criminal activities are taking place in these guest houses... but liquor outlets are contributing a lot (IIP01).

Yes, almost on a daily basis. We engage members of the community in relation to crime prevention tactics and we also engage with them about the root causes of crime. For example, Yeoville is a highly populated area whereby the majority of the population here ... I can say 90% is foreign nationals ... from all different parts of the world...and our area is 10 square kilometres ... we have lots of undocumented foreign nationals within our area and this is one of the root causes of crime because some of them cannot find employment and some of the businesses that they establish are illegal ... like the spaza shops that they are opening. And for these people to survive, they resort to crime. And remember if somebody is undocumented and commits a crime like house robbery ... we can take fingerprints but we can't be able to link him because that person is not even on the system of the Department of Home Affairs. So we sit around with the community and try to show them the root causes of crime and at the same time, while we are gathering trying to discuss the root causes of crime, some of those people you find that they are undocumented... they are the ones who commit the very same crime. The spaza shops mushroom everywhere... there's a spaza shop on each and every corner and some are not registered. They get robbed a couple of times in a month and if you try to tell them that they must close a little bit earlier they will tell you that Yeoville is a busy area and at night is when they make money (IISC2).

Yes, they call imbizos (IISC1).

Yes, there's no way we can fight crime without engaging the community. And it is the same community that gives us the hotspots as to where the crime is high, who has done what, who has committed a crime were (IIPO3).

Yes, they do when there is a station lecture. When there is a station lecture the community come with their problems and direct them to the station commander and he must address them ... he tries to solve their problems because the police alone cannot prevent crime outside without the help of the community. But sometimes it is difficult because of the drugs problem in sector 2 ... Bellevue ... these criminals will sometimes tell you that they have offices on the street corner ... where you can find them (see Section 1.2) (IIPO4).

Yes. In most cases, they give us an update like giving stats (GISFM1 & GICPF1).

When we have CPF meetings they do say like ... there's lots of muggings at this place because of the night clubs ... so we do look at the reasons why there is an increase or decrease in murder ... so we do discuss root causes (GICPFM1).

In relation to the engagement of the community by the police in discussions related to crime prevention and the root causes of crime, the responses from the CPF member, the police officials, sector commanders, and the sector forum member made it clear that the SAPS involve the community when discussing crime problems in their area. They all mentioned that they hold meetings where feedback is provided to the community members, crime statistics are discussed, the community and the police make each other aware of crime hotspots and the causes of the crime in that particular area. This is in line with the provisions of National Instruction 3/2013, that the aims and objectives of sector policing among others is to establish partnerships with the local communities, enable the police to understand local problems by identifying and assisting in addressing the underlying causes to improve trust and confidence on the police by the community members (SAPS, 2015: 52).

Another question that was asked was: Do you see any improvement in relation to crime reduction since the implementation of sector policing at your police station? The responses to this question were as follows:

It's a work in progress (GISFM1).

Sector policing here ... is far from where it should be. I grew up here in Yeoville and ... turned my home into a business ... but I did not know about sector policing until this year, that shows a lack of effectiveness. Community cooperation is difficult ... people ... think that community policing is about South Africans ... whereas we are outnumbered by the foreigners... 10 is to 1 ... this weekend people ... the CPF reported noise to the police, but the police didn't respond. We need those foreigners ... on board... then we can stop stolen cellphones being sold there Yeoville is crime-ridden ... fraud, drugs, this. So, I think that the police have fought a battle they felt they were losing it... and got to a point whereby it's better to take R100 from whoever than to arrest them because the community is not involved ... the police are struggling (GICPFM1).

They are tribalising it (GISFM1).

No, here in Yeoville no. Crime hasn't reduced. I am saying so because there's no working hand in hand here in Yeoville. Like the example of these crimes theft of motor vehicle and theft out of a motor vehicle at Shoprite, there are street vendors ... and they know the people who are breaking vehicles there ... when we go there and ask, they will say they don't know. They don't give information (IIPO4).

Yes, I do see an improvement because as the ... community give us the information, we arrest those culprits which are giving problems to the community (IIPO8).

Yes, there's vast reduction especially with relation to street robbery and as well as this notorious crime that is affecting us which is theft out of motor vehicles along this notorious street, Rocky Street, whereby people's cars are broken into when they visit the supermarkets. So, through this community policing and sector policing, the community is fully involved in helping us (IIPO7).

It was because we were posting the members according to the requirements and also the community was involved a lot. But now with this shortage, a lot of members were taken to other different units, which has affected our strength.

Normally we were posting six patrol vans and even more than that, but today we have posted only two vans. Even community policing was helping because there were those street patrollers but unfortunately the stipend has also affected us ... because you have to motivate them. They were getting a stipend, but it was stopped, and when they were here theft out of motor vehicles went down drastically (IIP06).

Since I arrived at Yeoville I have seen much improvement in terms of crime prevention because our crime every financial year when we check the crime stats ... is going down. There is more active participation from the members of the community whereby they give us tip-offs, some of them are also informers within our policing area which their information has led to the arrest of the criminals. We have also adopted the patrollers ... who say ... because the police can't be at all places at the same time, we will try to help them ... some of these community members that we engage are the foreign nationals who have been vetted, they have proper documentation to be in the country ... they operate legit businesses (IISC2).

Yes, I see the improvement in the reduction of crime ... we advise the community ... of the neighbourhood watch campaign and we have a WhatsApp group. So since then, the crime is down because of the communication between the police and the community (IISC1).

There is improvement in general. It's just that we as the police need to maintain integrity (IIP01).

The community members of Yeoville and some of the police officials were not convinced that sector policing is effective in reducing crime. In their responses, they said that there is no cooperation between the police and the community. Others said that the community members do not give the police information even if they know the perpetrators of the committed crime. A sector forum member said that it is a work in progress and one CPF member said that the police have finally realised that the community does not come forward when needed to be witnesses in committed crimes and the suspects end up being released; therefore, the police have just resorted to taking R100 and letting the criminals go (see section 1.2). The CPF member further

indicated that the community of Yeoville feels that the CPF is for the South Africans, but they are outnumbered by the foreign nationals (see section 1.2). Some of the SAPS members, including the sector commanders, said that there is close cooperation between the police and the community in the sense that the community give the police tip-offs. Some are informers and they have managed to arrest suspects through the information that they received from the community. The community and the police did not see the effectiveness of sector policing the same way. More effort has to be put in until the community members are convinced that sector policing is a strategy that can work for them and they also need to be engaged to see where sector policing can be improved so that it is beneficial to both the community and the SAPS.

5.5 SUMMARY

In this chapter, the findings were presented, analysed, and focus group interviews integrated. The participants' responses to the in-depth individual and focus group interviews were presented and discussed using themes and sub-themes to explore the outcomes of the interviews. Each theme was explained and the participants' responses to questions were validated through direct verbatim quotes. Each theme was concluded with a brief discussion thereof. The chapter that follows deals with the interpretation of the research findings.

CHAPTER SIX

INTERPRETATION OF THE FINDINGS

6.1 INTRODUCTION

In this chapter, the interpretation of the data collected during the focus group and individual interviews with participants who are actively involved in the community and sector policing in the Yeoville policing precinct will be presented. The interpretation of data is measured against the emergent themes and sub-themes as discussed in sections 5.2 to 5.4. The interpretation in qualitative research can be adapted for different types of design, and be flexible to convey personal, research-based and action meaning. The complete process from which the findings are derived has to be critically reviewed to find any mistakes or biases that the researcher had when sampling, collecting data or analysing data that could have skewed the findings reported.

The views about each theme and sub-themes are presented, emphasised and substantiated with literature sources. The perspectives of participants from the in-depth individual and focus group interviews are incorporated to form a comprehensive interpretation of the findings. The themes that emerged are as follows: the participants' understanding of the concept sector policing and community policing; the implementation of sector policing; and the engagement of the community in sector policing. The interpretation of themes and sub-themes like the participants' understanding of the concept of sector and community policing; the establishment of CPF; the establishment of sector forums and the membership of the sector forum; the relationship between sector policing and community policing; the implementation of sector policing; and the engagement of the community in sector policing will be presented in detail below.

6.2 AN UNDERSTANDING OF SECTOR POLICING AND COMMUNITY POLICING

Sector policing adopts a decentralised approach to policing intended to address the root causes of crime at specific geographical locations in partnership with particular

communities at a local level (Maroga, 2004b: 13). According to Steinberg (2005: 55) and SAPS (2004: 5) sector policing was implemented to decrease serious and violent crimes in each sector through the launching of informed, intelligence-driven crime prevention projects by the police (see section 3.2). Minaar (2004: 6) holds that it is a practical result of community policing and also an extension of VISPOL (see section 1.2). It supports the implementation of community – and partnership policing by dividing a policing area into smaller, manageable sectors to improve community interaction (SAPS, 2004: 5). Community - and sector policing were both found on the notion of preventing crime through well-informed intelligent driven projects working together with the local community. However, Lab (2020: 245) and Brogden and Nijhar (2005: 1) are of the view that community policing does not have a clear definition (see section 3.3). Therefore, for all the role players to be able to implement these two concepts, they must have a common understanding of both concepts, being community – and sector policing.

The process of establishing the participants' level of understanding of the concepts of community – and sector policing was by checking if their understanding was in line with the legislative framework such as the Constitution of the Republic of South Africa, community policing manual, SAPS National Instruction 3 of 2013, SAPS Act, NCPS, the White Paper on Safety and Security, and the NDP 2030. The Constitution of the Republic of South Africa emphasises the promotion of good relations between the police and the community and further provides for the establishment of CPFs (see section 2.2). National Instruction 3 of 2013 provides that sector policing is implemented to improve community interaction with the police by dividing the policing area into smaller, manageable sectors (SAPS, 2013:2). The NCPS also holds the same idea as National Instruction 3 of 2013 and further provides that sector policing aims at rendering police service as close as possible to the community. The SAPS Act holds that there must be a joint problem identification and problem-solving by the police and the community, and also emphasise that the police must explain to all the role players what community policing is (see section 2.3). The NDP provides that South Africa needs to draw the energies of its people by promoting leadership and partnership throughout society. It further motivates an integrated approach to building safer communities that recognises the root causes of crime (see section 2.5). According to the 1998 White Paper on Safety and Security, the idea behind the implementation of

sector policing was to maximise effective police visibility and enhance accountability at local level (see section 2.7). It supports the approaches adopted in the NCPS and also outlines a central role for local government to establish the community safety forums (see section 2.7). For community - and sector policing to thrive, there must be a healthy partnership between the police and the community (SAPS, 2004:55; Verma et al, 2013:221). Partnership policing requires cooperation, trust and honesty for it to be effective (see section 3.4). Community policing is the collaboration of the police and the community jointly solving public safety issues and problems (see section 3.4). Stevens (2003:13) states that community policing is a preventative approach through the empowered problem-solving partnership of the police and the community to control crime, reduce fear of crime and enhance lifestyle experiences of all community constituents (see section 3.3).

Despite all the guiding policies and legislations in place regarding sector – and community policing discussed in sections 2.2 to 2.7, there's still so much community outcry relating to the high crime rate in their vicinity, and they clearly stated that the police are doing nothing to protect them. There is a high sense of fear of crime by our communities, and this led to a decrease in public confidence in the police (see section 1.2).

The participants in expressing their understanding of the concept of sector policing said that it brings the police closer to the community by dividing the policing area into smaller, manageable sectors. Most of the SAPS participants' understanding of the concept sector policing is in line with National Instruction 3 of 2013. The CPF – and sector forum members' understanding of this concept is that it is the community working with the police as the eyes and ears of the police and by reporting all illegal activities that occur in their presence to the police. Both the police, the CPF members, sector forum members and the community members have a common understanding of the concept of sector policing. A common understanding of the concept sector policing is necessary and relevant for its thorough implementation so that it can yield positive results which can maybe assist the police in regaining the community's trust.

With regard to community policing the participants mentioned that it is the community working together with the police in addressing crime in their area and its root causes to create harmony between the police and the community. The community and the

police's understanding of the concept community policing are the same and are in line with the guiding policies. All that needs to be done is to make the community aware that sector policing supports the implementation of community policing by enhancing community interaction with the police, which led to the division of the policing area into smaller areas so that they can be easily managed, and also allocating a police official as a sector commander to enhance service delivery and interaction between the police and the community.

6.2.1 The Establishment Of The CPF

The CPF is a legislated forum whose establishment is supported by the constitution, SAPS Act, the NCPS as well as the SAPS' community policing manual (see section 2.2, 2.3 & 2.6). The question about the establishment of community policing in Yeoville was asked to establish the participants' knowledge on what CPF is and when it was established in their area.

The participants understand the CPF to be a legislated forum whereby the community work with the police to fight crime. One participant mentioned that the CPF is the arm of the police because the police cannot be everywhere at all times, but the community members are everywhere, and they work together with the police by reporting any criminal activity or suspected illegal activities that take place in their presence. Another participant said that it is the mother body of all sectors and the overseer of the police. Concerning the period when CPF was established, all the participants did not know when it was established in Yeoville. This can be attested by the participants who said that on their arrival at Yeoville, which is post-2002, CPF was already established. Even though they do not know when CPF was established, the literature review showed that CPF in Yeoville was established during the 2002/2003 financial year as it was one of the police stations with high contact crimes (see section 1.2).

The community and the police have a common understanding of the establishment of CPF. This theme shows that the participants understand the establishment of CPFs in accordance with the Constitution, SAPS Act and the NCPS. They also understand that the community with reference directed to CPF should work in partnership with the police as eyes and ears of the SAPS and to ensure that crime affecting them is reported and given attention by the police. Both the community and police do not have an idea of when CPF was established in Yeoville. Therefore, this indicates that more

education and information sharing between the police and the community needs to be done.

6.2.2 The Establishment of Sector Forums and the Membership of the Sector Forum

For sector policing to be implemented fully and effectively, sector forums must be established as per the directives in National Instruction 3 of 2013 and SAPS Act 68 of 1995 (see section 2.3 & 2.6). According to National Instruction 3 of 2013, every sector must have a sector forum which must be facilitated by the sector commander appointed by the station commander to be in charge of that particular sector by working hand-in-glove with the community residing in that sector in addressing issues relating to crime (SAPS, 2013:4). In trying to establish the participants' understanding of the sector forum and whether its establishment complied with the National Instruction 3 of 2013, the questions such as what is a sector forum, who can be a member of a sector forum and when were the sector forums established in Yeoville were asked.

Regarding the question about what sector forum is, it became evident that most of the SAPS members, the CPF members as well as the sector forum members do not have a clear understanding of what a sector forum is. The one sector commander and few SAPS members in managerial positions gave a satisfactory explanation of what the sector forum is. They mentioned that a sector forum is a forum that has been created among the members of the community of a certain block. The other SAPS member said it is a community together with the sector commander. One CPF member said our CPF would be a sector forum where the public and all are invited to hear about what is happening in the police station, crime stats and everything. One sector forum member said that it may be people in the community who deals with different portfolios like liquor outlets and others.

National Instruction 3 of 2013 holds that a sector forum is a mechanism established in a demarcated sector to support community participation in the prevention of crime (SAPS, 2013:10). For the CPF member to mention that the CPF may be their sector forum proves that the understanding of sector forum is still lacking on some of the members who are part of these forums, which is also concrete proof that induction and training were not given to these members. Training of the CPF and sector forums members needs to be facilitated by the police so that all the role players can have a

common understanding of what sector forums are. National Instruction 3 of 2013 provides that the CPF may be used to facilitate the establishment of the effective functioning of a sector forum. It does not say the CPF members are the sector forum members.

In relation to the question “who can be a member of the sector forum” the SAPS participants mentioned that a person who resides in that demarcated sector, who is in good standing, and who has been vetted and found to be without a criminal record can become a sector forum member. One CPF member said anyone from that sector and the one sector forum member just said a community member. From the responses given by the participants it was noted with great concern that the knowledge that the SAPS members have about sector policing was not properly and fully transmitted to the CPF - and sector forum members. The CPF and sector forum members just know that as long as you are a member of the Yeoville community or you are staying in that sector, then you qualify to can be a sector forum member. However, all bona fide CPF sub-forums, CPF sub-sub forums, CPF street committees, CPF neighbourhood-watches and patrol groups, faith-based organisations, and other social organisations which serve the community and interested individuals with good standing can become members of the forum according to paragraph 6 (1) of the Constitution of the sector forum (SAPS, 2013: 165). Lack of knowledge by the CPF and the sector forum members is quite evident here.

As to when sector forums were established in Yeoville all the participants cited that they do not have a clue as to when they were established, except for the one SAPS member who mentioned that the sector forums were established since the implementation of sector policing in their station and further indicated that the new sector forums were established recently in October 2019 (see section 5.2.2).

From this theme, it became apparent that the participants’ understanding of a sector forum varied. Only a few participants’ understanding of a sector forum is in line with National Instruction 3 of 2013. They understand that is a forum created among the members of the community of a certain block. As to who can be a sector forum member, many of the participants understand that it must be a community member residing in that sector. Their understanding about the members of a sector forum varied a lot as the SAPS members know that sector forum members must be people

in good standing within the community and that they will be vetted before they could be regarded as sector forum members as indicated in paragraph 6(1) of the Constitution of the sector forum, and the CPF - and sector forum members are not aware of these requirements. Both the community members and police do not have an idea of when sector forums were established in Yeoville. This varying understanding about sector forums and their establishment might be as a result of awareness campaigns about sector policing not being done by the SAPS and/or the withholding of important information since it is the SAPS' responsibility to equip the community with the necessary information regarding sector forums.

6.2.3 The Relationship Between Sector Policing and Community Policing

Sector policing and community policing are two inseparable concepts. Sector policing and community policing's main objectives are to establish and maintain partnership – and promote communication between the community and the police, promote joint problem identification and problem-solving by the police and the community concerning crime, service delivery, disorder and poor community-police relation (Krugersdorp Sector 8, 2021). By introducing sector policing, the SAPS was extending the implementation of community policing by bringing the community closer to the police through the designation of a permanent police official as a sector commander, so that he can work very closely with the community residing in that sector to jointly address issues of crime and their root causes.

To try to get to establish the participants' understanding of the relationship between these two concepts the question what is the relationship between sector policing and community policing, was asked. Most of the participants mentioned that the two are inseparable because community policing deals with the whole area in a policing precinct whereas sector policing deals with the demarcated zones which falls under sector policing. However, the one SAPS member stated that sector policing is when you are posted to do policing in that sector and you will also be doing community policing. The other SAPS members said that the relationship between sector - and community policing is still good because they give the police information, and the police give them feedback.

From the participants' answers, it can be said that most of them understand the relationship between sector policing and community policing. But for those who just

stated that the relationship between sector – and community policing is good, it became difficult for the interviewer to determine whether they struggle to understand the question even after a question was asked several times in different ways to try to make them understand the question better. Language may have been a barrier or maybe they just do not understand the relationship between these two concepts.

From this theme, it became evident that the majority of the participants understand the relationship between sector policing and community policing in accordance with National Instruction 3 of 2013 and community policing manuals developed by the SAPS. They understand that community policing and sector policing are two inseparable concepts. They understand that community policing deals with the whole community and sector policing concentrate on a certain section in a policing area. Their understanding of the relationship between these two concepts is in line with National Instruction 3 of 2013 which states that sector policing supports the implementation of community policing. For those who struggled to clarify the relationship of the two concepts, sector and community policing makes it clear that training interventions to sufficiently acquaint and empower members with sufficient knowledge regarding the relationship between sector- and community policing is necessary.

6.3 THE IMPLEMENTATION OF SECTOR POLICING

For the implementation of sector policing to be compliant with the governing policies it has to meet the minimum standards which are set as criteria for its implementation. National Instruction 3 of 2013 sets the following as the criteria for the implementation of sector policing:

- The police station area must be demarcated into manageable sectors; a permanent member must be designated as sector commander.
- The designated sector commander must compile a sector profile for each demarcated sector.
- Operational members and resources must be deployed in accordance with the crime pattern and threat analysis to perform policing duties in the demarcated sectors to enhance service delivery.
- A sector forum must be established (SAPS, 2015: 17).

Furthermore, it would be very beneficial to the community and the SAPS if all the role players could know their roles and responsibilities in the positions that they occupy concerning sector policing. This responsibility is entrusted to SAPS to ensure that all the role players are made aware of their roles and responsibilities.

In trying to establish if sector policing was implemented in accordance with the governing policies, the sub-themes were developed under this theme “the implementation of sector policing”. The sub-themes were the allocation of resources and the management of sector policing. The following questions were asked under the sub-theme “the allocation of resources”: how many sectors does your police station have and how many vehicles are posted in each sector; and under the sub-theme “the management of sector policing” the following questions were asked: what is a sector commander; what are the responsibilities of a sector commander; what are the requirements for one to be appointed as a sector commander; do the appointed sector commanders receive training before commencing their duties as sector commanders.

With regard to the number of sectors, all the participants indicated that their police station area is divided into three sectors, which is in line with paragraph 6(2) of National Instruction 3 of 2013 which provides that for the demarcation of sectors the station area must at least be divided into two sectors (SAPS, 2013: 3). In relation to the number of vehicles posted per sector, the responses were shocking. The one SAPS participant stated that on a good day one vehicle is posted in each sector, another one said sometimes they post two vehicles to patrol and attend the complaints in all the three sectors and the other one said sometimes they post only one vehicle to concentrate in all the three sectors. They all cited a shortage of resources for their non-compliance with the National Instruction 3 of 2013 which provides that two vehicles must be posted in each sector daily (Sempe, 2017; SAPS, 2013; Maroga, 2004a: 14). The posting of one or two vehicles to patrol and attend complaints in all the three sectors is against the founding principles of sector policing according to National Instruction 3 Of 2013, which provides that the aims and objectives of sector policing among others is to prevent crime, encourage visible and accessible policing by local police officials and to improve response time. The CPF – and sector forum members stated that they know nothing about the allocation of vehicles to a particular sector to do patrols and attend to complaints. The CPF member said that the issue of

a vehicle or vehicles being posted in each sector was never communicated to them. The one sector forum members said that induction is crucial since they are all new in the forums (see section 5.3.1). This lack of information by the CPF – and sector forum members may be one of the factors that hamper the effective implementation of sector policing, and again this lack of communication between the SAPS, CPF members and sector forum members may have been caused by the Covid-19 challenge that the country experienced in December 2019, just shortly after the new CPF and sector forums were elected at Yeoville SAPS (see section 1.7 & 5.3.1).

The participants' narratives under this theme “the implementation of sector policing” clearly show that sector policing is not implemented in accordance with National Instruction 3 of 2013. The participants cited that two or one vehicles are posted in all three sectors. This is against the objective of sector policing which among others is to improve reaction time and to prevent crime. The CPF- and sector forum members do not even know that there is a vehicle allocated for patrols and attendance of complaints in each sector. This implies that some of the information relating to the effective implementation of sector policing is not passed to the community members by the SAPS. The SAPS is supposed to open various communication channels and platforms so that the sharing of information can be done easily and be accessible to all.

6.3.1 Allocation of Resources

For sector policing to meet its minimum implementation criteria, a permanent member has to be appointed as a sector commander to manage and coordinate the policing of all crime-related activities in the demarcated sector in terms of paragraph 5 of National Instruction 3 of 2013 (SAPS, 2015:3). If the station has adequate capacity, a sector commander has to be appointed for each sector and if there is no adequate capacity, only one sector commander may be appointed to manage and coordinate all crime-related activities in all the sectors. Yeoville police station has three sectors and each sector is allocated a sector commander (see section 5.3.1).

From this sub-theme, it is apparent that the appointment of sector commanders was done in accordance with National Instruction 3 of 2013 as each sector has a sector commander appointed to manage and coordinate the policing of all crime-related activities in the sector.

6.3.2 The Management of Sector Policing

Since there are sector commanders in place, the researcher wanted to establish whether the participants understand what a sector commander is. For if there is no common understanding of what a sector commander is, then it will be a fruitless exercise to implement sector policing. The one SAPS participant indicated that a sector commander is a member that has been appointed to manage and coordinate all crime-related activities in the demarcated sector. Some SAPS participants went further to say that a sector commander works with the sector teams, compile a sector profile, ensures that there is a sector forum and another participant said that a sector commander is a bridge between the sector and the station. The CPF member stated that a sector manager is a SAPS official who manages a sector and whatever liaison is there in the sector has to be reported to him and he will handle the distribution of the information (see section 5.3.2). The sector forum member added by saying that this member must be a member of the SAPS. The participants have a common understanding of what a sector commander is, and their understanding of it is in line with what is stipulated in National Instruction 3 of 2013.

After the participants' understanding of what a sector commander have been determined, the researcher deemed it necessary to further establish if the responsibilities of this sector commander were known by the participants. One SAPS participant said that he does not know the responsibilities of a sector commander and also does not think that the sector commanders themselves know their responsibilities because what he has been observing is that the sector commanders just get into the police bakkies and drive around. The other SAPS participants said that the sector commanders' responsibilities are to work with the community members, attend meetings with the community members, ensure that the crime prevention members are patrolling the area, and communicate and reduce crime working with the community. The CPF and sector forum members struggled to answer this question and just kept quiet which was a clear sign that they might not be knowing the responsibilities of the sector commander.

From the participants' responses, it was surprising to note that even some of the SAPS members do not have trust in the sector commanders in the performance of their duties. One SAPS member mentioned that maybe even the sector commanders do

not know what their responsibilities are. So, if the SAPS members cannot trust their own members in contributing positively to the community how can the community trust the police. Informal and formal training, as well as workshops, need to be provided to all the role players and everybody is encouraged to attend the sector forum meetings where issues relating to crime in their area are discussed. Then the community's concerns will be heard and the police's contribution in the fight against crime through sector policing will be made known to the public.

The participants were also asked if there are any requirements to be met for one to be appointed as a sector commander. The SAPS members indicated that for one to be appointed as a sector commander the person has to be a responsible police officer; must be someone who has been at the station for some time and has knowledge of the area very well; be able to talk to the people; need to have attended the in-house courses in terms of sector policing. National Instruction 3 of 2013 does not stipulate the requirements for one to be appointed as a sector commander like for instance the level of qualification, the rank of that police official and the years of service, etc (see section 3.2.3).

Participants were asked if the sector commanders receive training before conducting their duties as sector commanders and the SAPS participants said that they hit the ground running and training will find them along the way. It then becomes very difficult for the sector commander sometimes to provide a service of high quality because of a lack of training from the institution concerning sector policing. If the sector commanders' performance does not match the community's expectations, then the community might lose interest in taking part in sector policing, and that on its own may lead to sector policing being regarded as a failed strategy because it will not yield the expected positive results. Training in everything that one intends to implement is necessary, however, National Instruction 3 of 2013 is very silent regarding the training of sector commanders before they start with their duties as sector commanders.

The participants' narrative of what a sector commander is under this theme is in line with National Instruction 3 of 2013. They understand that a sector commander is a member of the SAPS appointed to manage and coordinate all crime-related activities in that sector. They also understand that anything that is happening in the sector can liaise with him so that he can distribute the information for it to reach all the necessary

stakeholders. The only thing that they differ with is the terminology. One CPF member said that he does not know a sector commander, he knows a sector manager, but his understanding of the terminology is in line with that of a sector commander.

With regard to the responsibilities of the sector commander, the participants' responses varied. SAPS members understanding of the responsibilities of the sector commander is in line with National Instruction 3 of 2013, except for the one SAPS member who said that he does not know the responsibilities of the sector commander and further mentioned that he does not think that the sector commanders themselves know their responsibilities from his observations. This indicates that the SAPS members also do not have trust in the implementation of their own policies. Therefore, this calls for more training and information sharing between the SAPS and community members.

In relation to the requirements for the appointment of a sector commander, the participants cited that the person has to be a responsible police officer who is familiar with the station area. Some participants said that he must have attended the in-house courses in terms of sector policing. The SAPS policies do not refer to any requirements concerning the appointment of sector commanders. This on its own is a shortfall on the governing policies and needs to be taken into consideration for the effective functioning of sector policing.

From this theme also, it was apparent that the sector commanders do not receive any form of training before they start their duties as sector commanders. All the SAPS participants said that the sector commanders do not receive any training before they start their duties as the sector commanders. It was said that they hit the ground running. Even on this one, the National Instruction 3 of 2013 is not referring to training to be given to the sector commanders before they resume duties as sector commanders. The facilitation of training on sector policing to the newly appointed sector commanders should be taken into cognisance by the SAPS so that the members appointed into these positions will know exactly what is expected of them and be able to deliver service of high quality to the community.

6.4 ENGAGEMENT OF THE COMMUNITY IN SECTOR POLICING

Bringing the community closer to the police as well as engaging the community in discussions relating to crime are some of the aims and objectives of sector policing according to National Instruction 3 of 2013 (SAPS, 2013:3). In establishing whether the Yeoville police are engaging the community in discussing issues relating to crime, the following question was asked: do the police engage the community in discussions relating to crime prevention and the root causes of crime. The participants indicated that the police are engaging the community in discussions relating to crime by inviting the community to attend sector forum meetings as well as CPF meetings. They also indicated that in this kind of meetings, feedback is given to the community on issues that were raised with the sector commanders and the CPF members for them to escalate their concerns to the station management. How they engage the community in discussions relating to crime in their area is in line with the governing policies.

From this theme, it became apparent that the police are working together with the community in discussions relating to crime and this is in line with paragraph 7 (2) (f) of National Instruction 3 of 2013. The participants mentioned that the police invite the community to attend the sector forum meetings as well as CPF meetings. They also understand that the police have to give them feedback on issues brought to the attention of the sector commanders as well as the CPF for further escalation to the station management.

6.5 SUMMARY

In this chapter, the findings which were presented in Chapter Five were interpreted. The themes which were identified during the one-on-one and focus group interviews with participants who are actively involved in the implementation of sector policing in the Yeoville policing area were presented. From the discussion above it became evident that maybe if the resources were made available to the police stations sector policing would be a success. The partnership between the police and other stakeholders if done properly could assist in the reduction of crime and also might reduce the fear of crime which is inflicted in our communities by the everyday increasing violent crimes in our country. The reduction of crime will also help to bring back the community's trust in the police. The next chapter will summarise the study, present a conclusion as well as the recommendations.

CHAPTER SEVEN

SUMMARY, RECOMMENDATIONS AND CONCLUSION

7.1 INTRODUCTION

This chapter presents a summary of the study and the conclusion drawn about various factors that affect the implementation of sector policing in Yeoville. The recommendations on how to improve the implementation of sector policing in Yeoville are presented. These recommendations focus on all aspects arising from this study. The researcher conducted interviews with focus groups as well as individual participants who are actively involved in sector policing in order to obtain their opinion, views and perceptions about the implementation of sector policing in Yeoville.

7.2 SUMMARY

Chapter One dealt with the general orientation of this study. It encompassed an introduction and a broad background of sector policing wherein the concept was briefly defined. This chapter also addressed the research problem citing the Yeoville community complaint of poor service delivery by the SAPS and the statement in the eyewitness news made by Yeoville community members where they further complaint about the high number of hijackings, robberies, drug-related problems and general violence in the area. Key concepts, aim of this study which is to evaluate the implementation of sector policing in Yeoville; objectives and value of the study; as well as the challenges encountered during this study which were posed by the Covid-19 pandemic, were also discussed in Chapter One.

Chapter Two concentrated on the legislative framework which includes policy documents and legislation guiding the implementation of sector policing in South Africa. Reference was also made to international directives such as SADC and SARPCCO especially on matters relating to partnership and community policing.

Chapter Three provided a review of literature on sector and community policing focusing mainly on origin, implementation, objectives and challenges related to the

implementation of sector policing. Sector and community policing similarities were also dealt with especially regarding the relationship between the police and the community.

Chapter Four dealt with the methodology which was used when conducting this research. The chapter commenced with the research design methodology, population and sampling. Data collection, analysis and organisation, and ethical framework were also discussed. Furthermore, issues such as credibility, transferability, dependability, confirmability and authenticity were discussed to display the trustworthiness of this study.

Chapter Five dealt with the presentation of the research findings focusing on emergent themes and sub-themes and also categories from data analysis. The identified themes and sub-themes provided for the structure of this chapter are as follows:

- An understanding of sector policing and community policing
- The establishment of a community police forum
- The establishment of the sector forum and the membership of the sector forum
- The relationship between sector policing and community policing
 - The implementation of sector policing
 - Allocation of resources
 - The management of sector policing
- Engagement of the community in sector policing

Data were analysed to obtain an understanding of the information collected during interviews conducted with participants. Themes and sub-themes commenced with a brief introduction, followed by verbatim quotations from the participants' responses to determine the extent to which outcomes supported the study aim.

Chapter Six focused on the interpretation of the research findings based on the emergent themes and sub-themes. Participants perceptions and body of literature relevant to each theme and sub-theme were presented, and interpretation of the meaning on each theme findings was provided.

7.3 RECOMMENDATIONS

The findings in the previous chapter necessitate that the recommendations be made on how the implementation of sector policing could be improved in the Yeoville policing area. The recommendations are based on the responses which emerged from the participants' responses during the interviews. The benefits and challenges experienced by the participants in the implementation of the concept sector policing were identified during the presentation of the findings and the recommendations are proposed regarding the emergent themes.

7.3.1 The Understanding of Sector Policing and Community Policing

It was found that the SAPS members understand sector policing to be a policing approach that brings the police closer to the community by dividing the policing area into smaller, manageable sectors. The CPF – and sector forum members understand it to be the community working with the police as the eyes and ears of the police and also understand that they have to report all illegal activities that occur in their presence to the police. Both the police, CPF members and sector forum members have a common understanding of the concept of sector policing which is in line with National Instruction 3 of 2013. The participants understand that community policing is the community working together with the police in addressing crime in their area and its root causes to create harmony between the police and the community. The community and the police's understanding of the concept of community policing are the same and are in line with the community policing guiding policies. Therefore, it is recommended that the police should continue to empower the community members by giving them more training about sector policing and community policing to equip them with more knowledge enhancing service delivery.

7.3.1.1 The establishment of CPFs

It was found that the participants understand CPF to be a legislated forum whereby the community work with the police to fight crime. It was also understood to be the arm of the police since the police cannot fight crime alone, but needs the community to report any criminal activities which they know about. However, the participants do not know when CPF was established at Yeoville. The participants' understanding of the establishment of CPF is in line with the governing policies. However, information sharing concerning the establishment of the CPF is very crucial and needs to be done

during the CPF and sector forum meetings so that everyone, being a community member or a member of the SAPS, can be on the same footing with relation to community policing and CPF.

7.3.1.2 The establishment and membership of sector forums

It was found that most of the SAPS members, the CPF members as well as the sector forum members do not have a clear understanding of what a sector forum is. The one sector commander and few SAPS members in managerial positions mentioned that a sector forum is a forum that has been created among the members of the community of a certain block. The other SAPS member said it is a community together with the sector commander. One CPF member said CPF would be a sector forum where the public and all are invited to hear about what is happening in the police station, crime stats and everything. One sector forum member said that it may be people in the community who deals with different portfolios like liquor outlets and others. As to who can be a member of the sector forum, most of the participants being, the CPF members, sector forum members and the SAPS members, just mentioned that anyone who resides in that sector can be a member of the sector forum except for the one sector commander and those occupying managerial positions who further mentioned that it has to be a person residing in that sector who is in good standing in the community and all the selected candidates will have to be vetted before they can be regarded as sector forum members. As to when sector forums were established, all the participants did not know when they were established, except for the one participant who said the recent ones were appointed in October 2019.

For all the role players to have a common understanding and knowledge of what a sector forum is, who can be a member of such a forum and when the sector forums were established at Yeoville, it is recommended that awareness campaigns be held by the SAPS about sector policing and sector forums; police officials be empowered by attending courses on sector policing, and sector forum members, as well as CPF members, be given training about sector policing in its entirety so that they will get to know and understand everything about sector policing and sector forums. Sufficient training will eliminate the misunderstanding of the role players' roles and responsibilities and improve the role players' performance of their duties.

7.3.1.3 The relationship between sector policing and community policing

It was found that most participants understand that sector policing and community policing are two inseparable policing approaches. They mentioned that these two concepts are about bringing the community closer to the police in discussions relating to crime prevention strategies. They further understand that community policing is concentrating on the whole community whereas sector policing deals with the demarcated sector. These participants' understanding of the relationship between sector policing and community policing is in line with the guiding policies in place. However, some SAPS members just mentioned that the relationship between the two is good. For those participants who struggled to clarify the relationship of the two concepts, sector- and community policing, it is recommended that the SAPS as the employer has to intervene by offering its members training. Members should be sufficiently acquainted and empowered with sufficient knowledge regarding the relationship between sector- and community policing. In some instances it was suspected that language was a barrier, therefore, English classes or courses are also recommended to improve and increase the members' vocabulary and understanding of the language since it is the medium of communication/instruction in the SAPS.

7.3.2 The Implementation of Sector Policing

For the implementation of sector policing, it was found that the police station was demarcated into three sectors with a sector commander appointed for each sector and this is in compliance with National Instruction 3 of 2013. However, only one or two vehicles are posted to do patrols and attend complaints in all the three sectors which is not in line with the guiding policies which clearly state that two vehicles have to be posted in each sector. The participants cited a shortage of resources as a contributing factor for the non-compliance with the guiding policies which is one of the reasons that led to the termination of the implementation of sector policing in the UK and also what led to the review of National Instruction 3 of 2009 (see section 3.2.1). However, the police stations are still facing the same challenge today. Therefore, it is recommended that the SAPS look into the allocation of physical and human resources to the police stations for sector policing to be implemented effectively and successfully. Funds should be allocated for the implementation of sector policing. Vehicles should be bought so that there is enough cars to conduct patrols in the sectors. The police

stations, particularly the shifts, should be capacitated with manpower. The CPF- and sector forum members stated that they were not aware that there is a vehicle posted in each sector every day. This shows that induction was not done properly during the introduction of the concept sector policing and it is therefore recommended that proper induction and sharing of information by the SAPS to the community members be done properly and fully. It is also recommended that the SAPS open various communication channels during this period of the covid-19 pandemic so that they can be able to reach the community they are serving easily and share information of great importance with them at least on social media, local radio stations and local newspapers.

7.3.2.1 The allocation of resources

It was found that each sector was allocated a sector commander who is a permanent member of the SAPS to manage and coordinate the policing of all crime-related activities in the demarcated sector in terms of paragraph 5 of National Instruction 3 of 2013. Therefore, it is recommended that the appointment of sector commanders be communicated to all community members each time changes are made to avoid confusion among community members. This could be done by publishing the names and contact numbers of the sector managers in the local newspaper and also be communicated during the sector forum meetings.

7.3.2.2 The management of sector policing

It was found that the community members and some of the SAPS members do not know the responsibilities of the sector commanders. One of the participants even stated that he does not think that even the sector commanders know their responsibilities. When it was asked if sector commanders receive training before they start with their duties as the sector commanders it was said that they hit the ground running. They do not receive any training before taking their posts as sector commanders. Even though National Instruction 3 of 2013 is very silent about giving training to the sector commanders, it is recommended that the SAPS should equip their members with sufficient knowledge by providing them with training on sector policing before they can assume their positions as sector commanders so that they will know how to deal with the community and what issues are to be prioritised for the effective implementation of sector policing. The policymakers at the National level

should revisit and revise National Instruction 3 of 2013 and rectify the shortfalls for the effective implementation of sector policing.

By rendering service of high quality to the community it will help in regaining the trust of the community as well as that of their colleagues because one of the SAPS members indicated that he suspects that the very same sector commanders might not know their responsibilities. This lack of trust calls for more intense education on the SAPS members and also the sharing of vital information with all the role players regularly.

With regard to the requirements for the appointment of a sector commander, the participants cited that the person has to be a responsible police officer who is familiar with the station area. Some participants said that he must have attended the in-house courses in terms of sector policing. The SAPS policies do not refer to any requirements concerning the appointment of sector commanders. This on its own is a shortfall on the governing policies and needs to be taken into consideration for the effective functioning of sector policing. It is therefore recommended that the SAPS clearly stipulate the requirements for a member to be appointed as a sector commander. There must be a criteria to be followed before one could be appointed as a sector commander.

7.3.3 The Engagement of the Community in Sector Policing

It was found that the SAPS engage the community in discussions relating to crime and this is in line with paragraph 7 (2) (f) of National Instruction 3 of 2013. The community mentioned that the SAPS invite them to the CPF- and sector forum meeting to discuss issues relating to crime in their sector and also request them to work together with them in coming with the solutions to the crime problems in various sectors. They also indicated that feedback is given to them during such meetings. Therefore, this kind of engagement has to be encouraged and the SAPS should display their appreciation to the members in attendance of such meetings.

7.4 CONCLUSION

This study was conducted to evaluate the implementation of sector policing in the Yeoville policing area and seek to highlight factors that can improve its implementation. Sector policing in Yeoville SAPS was implemented during the

financial year 2002/2003 in accordance with the governing policies in place. However, all the participants in this study cited a shortage of personnel and vehicles as factors that hamper the effective implementation of sector policing in Yeoville. Some of the junior SAPS officials, CPF members and sector forum members do not understand what sector policing is, which is an indication that the information escalated down to the members on the ground might be insufficient. Information could be shared through workshops and conducting awareness campaigns. This lack of knowledge by the sector forum members as well as the CPF members might be a result of lack of training by the sector commander since they do not get training before they start with their duties as sector commanders. National Instruction 3 of 2013 needs to be reviewed and police stations are capacitated with the necessary resources so that the implementation of sector policing could be effective and bear positive outcomes.

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APPENDICES

APPENDIX A: Table 1.1: Crime trends in Yeoville between 2016 and 2020

CONTACT CRIMES (CRIMES AGAINST THE PERSON)	2016	2017	2018	2019	2020	CASE DIFFERENCE	% CHANGE
Murder	31	18	27	30	20	-10	-33.3%
Sexual offences	52	50	51	76	63	-13	-17.1%
Attempted murder	36	29	23	38	31	-7	-18.4%
Assault with intent to inflict grievous bodily harm (Assault GBH)	593	496	498	502	477	-25	-5%
Common assault	410	365	267	327	342	15	4.6%
Common robbery	212	206	220	237	240	3	1.3%
Robbery with aggravating circumstances	602	577	499	447	393	-54	-12.1%
TOTAL CONTACT CRIMES (CRIMES AGAINST THE PERSON)	1936	1741	1585	1657	1566	-91	-5.5%
TOTAL SEXUAL OFFENCES	52	50	51	76	63	-13	-17.1%
SOME CATEGORIES AGGRAVATED ROBBERY SUB-OF							
Car jacking	139	89	64	37	39	2	5.4%
Robbery at residential premises	82	69	62	44	40	-4	-9.1%

Robbery at non-residential premises	56	69	54	45	51	6	13.3%
Robbery of cash in transit	0	0	0	0	0	0	0 cases
Bank robbery	0	0	0	0	0	0	0 cases
Truck hijacking	0	1	0	0	1	1	100.0%
TOTAL SOME SUB-CATEGORIES AGGRAVATED ROBBERY	277	228	180	126	131	5	4%
CONTACT-RELATED CRIMES							
Arson	3	1	0	2	0	-2	-100.0%
Malicious damage to property	263	251	236	181	189	8	4.4%
TOTAL CONTACT-RELATED CRIMES	266	252	236	183	189	6	3.3%
PROPERTY-RELATED CRIMES							
Burglary at non-residential premises	71	84	62	52	72	20	38.5%
Burglary at residential premises	199	155	159	137	142	5	3.6%
Theft of motor vehicle and motor cycles	132	103	70	55	50	-5	-9.1%
Theft out of or from motor vehicle	400	549	431	273	250	-23	-8.4%
Stock theft	0	0	0	0	0	0	0 cases

TOTAL PROPERTY-RELATED CRIMES	802	891	722	617	514	-103	-16.7%
OTHER SERIOUS CRIMES							
General theft	442	381	376	360	316	-44	-12.2%
Commercial crimes	81	87	77	70	62	-8	-11.4%
Shoplifting	131	130	127	102	102	0	0%
TOTAL OTHER SERIOUS CRIMES	654	598	580	532	480	-52	-9.8%
TOTAL 17 COMMUNITY-REPORTED SERIOUS CRIMES	3658	3482	3123	2989	2749	-240	-8.0%
CRIME DETECTED AS A RESULT OF POLICE ACTION							
Illegal possession of firearms and ammunition	45	41	31	12	17	5	41.7%
Drug-related crimes	174	186	124	69	45	-24	-34.8%
Driving under the influence of alcohol or drugs	512	245	352	220	149	-71	-32.3%
TOTAL CRIME DETECTED AS A RESULT OF POLICE ACTION	731	473	507	301	211	-90	-30%
Sexual offences detected as a result of police action	3658	3482	3123	2889	2749	-140	-4.8%

(Institute for Security Studies, 2020).

APPENDIX B: List of Questions

1. What do you understand about the concept of sector policing?

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.....

2. When was sector policing implemented in your station?

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.....

3. How many sectors does your police station have?

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.....

4. How many vehicles are posted in each sector?

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.....

5. Which role is played by the SAPS in the implementation of sector policing?

.....
.....

6. How does the police engage with the members of the community?

.....
.....

7. What is a sector manager?

.....
.....

8. Who can be a sector manager and what is his /her role/responsibilities?

.....
.....

9. What is a sector commander?

.....
.....

10. Who can be a sector commander and what is his/her responsibilities?

.....
.....

11. Do sector manager(s) and sector commander(s) receive training with regard to sector policing prior to the commencement of their duties/interaction with the community members residing in his/her sector?

.....
.....

12. What is community policing?

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.....

13. What is the relationship between sector policing and community policing?

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.....

14. Since the implementation of sector policing at your station do you see any improvement in relation to crime reduction in your area?

.....
.....

15. Is sector policing effective?

.....
.....

16. How do the police and the community work together in identifying the root causes of crime and preventing crime?

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.....

17. What do you understand about Sector Crime Forum (SCF) and CPF?

.....
.....

18. When and how were they established?

.....
.....

19. Do the SCF and CPF members hold regular meetings and what is discussed at their meetings?

.....
.....

APPENDIX C: Participant Information Sheet

PARTICIPANT INFORMATION SHEET

Ethics clearance reference number:

Research permission reference number:

Date:

Title: An evaluation of the implementation of sector policing in the Yeoville policing area.

Dear Prospective Participant

My name is Ramathetje Brenda Makgati and I am doing research with Ms Rika Snyman, a Professor in the Department of Criminal Justice towards a Masters in Criminal Justice at the University of South Africa. We have funding from the SAPS for conducting a study in evaluating the implementation of sector policing in the Yeoville policing area. We are inviting you to participate in a study entitled an evaluation of the implementation of sector policing in the Yeoville policing area.

WHAT IS THE PURPOSE OF THE STUDY?

This study is expected to collect important information that could be useful to the SAPS management to see where they can amend and improve the policy on sector policing so that it can be effective on crime prevention.

WHY AM I BEING INVITED TO PARTICIPATE?

Why did you choose this particular person/group as participants?

I got your contact details from Mr/Ms..... and I chose you to take part in this study so that you can share your experience and knowledge with us about the concept of sector policing and its impact on the fight against crime in Yeoville. The expected number of people to participate in this study is 48. 28 will be SAPS members

and 20 will be members of the public, including CPF and SCF members as well as prominent business owners in the Yeoville area.

WHAT IS THE NATURE OF MY PARTICIPATION IN THIS STUDY?

Describe the participant's actual role in the study.

The study involves audiotaping and semi-structured interviews. Open-ended questions will be asked and each participant will be allocated 30 minutes to answer the questions.

CAN I WITHDRAW FROM THIS STUDY EVEN AFTER HAVING AGREED TO PARTICIPATE?

Participating in this study is voluntary and you are under no obligation to consent to participation. If you do decide to take part, you will be given this information sheet to keep and be asked to sign a written consent form. You are free to withdraw at any time and without giving a reason.

WHAT ARE THE POTENTIAL BENEFITS OF TAKING PART IN THIS STUDY?

There is no compensation in the form of money, gifts or anything of any form for participating in this study. Participants' views about sector policing will assist the SAPS to improve their policies by closing the gaps identified by the people they serve.

ARE THERE ANY NEGATIVE CONSEQUENCES FOR ME IF I PARTICIPATE IN THE RESEARCH PROJECT?

There is no foreseeable inconvenience or risk of harm towards anyone taking part in this study.

WILL THE INFORMATION THAT I CONVEY TO THE RESEARCHER AND MY IDENTITY BE KEPT CONFIDENTIAL?

You have the right to insist that your name will not be recorded anywhere and that no one, apart from the researcher and identified members of the research team, will know about your involvement in this research OR your name will not be recorded anywhere and no one will be able to connect you to the answers you give. Your answers will be

given a code number or a pseudonym and you will be referred to in this way in the data, any publications, or other research reporting methods such as conference proceedings.

Professor R Snyman who is my supervisor will have access to the data [transcriber] and she will maintain confidentiality by signing a confidentiality agreement, which will be submitted to the Research Ethics Review Committee for consideration. Your answers may be reviewed by people responsible for making sure that research is done properly, including the transcriber, external coder, and members of the Research Ethics Review Committee. Otherwise, records that identify you will be available only to people working on the study unless you permit other people to see the records.

Anonymous data may be used for other purposes, such as a research report, journal articles and/or conference proceedings. A report of the study may be submitted for publication, but individual participants will not be identifiable in such a report.

HOW WILL THE RESEARCHER(S) PROTECT THE SECURITY OF DATA?

Hard copies of your answers will be stored by the researcher for a period of five years in a locked cupboard/filing cabinet at home for future research or academic purposes; electronic information will be stored on a password-protected computer. Future use of the stored data will be subject to further Research Ethics Review and approval if applicable. Hard copies will be shredded or burned and electronic copies will be permanently deleted from the hard drive of the computer through the use of a relevant software programme.

WILL I RECEIVE PAYMENT OR ANY INCENTIVES FOR PARTICIPATING IN THIS STUDY?

There is no payment or reward offered, financial or otherwise, to participants taking part in this study.

HAS THE STUDY RECEIVED ETHICS APPROVAL?

This study has received written approval from the Research Ethics Review Committee of the College of Law, UNISA. A copy of the approval letter can be obtained from the researcher if you so wish.

HOW WILL I BE INFORMED OF THE FINDINGS/RESULTS OF THE RESEARCH?

If you would like to be informed of the final research findings, please contact Makgati Ramathetje Brenda on 083 581 0347/081 493 2643 or e-mail: Ramathetje.makgati@gmail.com. The findings are accessible for 06 months after approval by the Research Ethics Review Committee.

Should you have concerns about the way in which the research has been conducted, you may contact Professor Rika Snyman on 012 433 9464 or e-mail: RSnyman@unisa.ac.za. Contact the research ethics chairperson of the CAES General Ethics Review Committee, Prof EL Kempen on 011-471-2241 or kempeel@unisa.ac.za if you have any ethical concerns.

Thank you for taking the time to read this information sheet and for participating in this study.

Thank you.

Participant signature:

Participant name:

APPENDIX D: Informed Consent

INFORMED CONSENT TO PARTICIPATE IN THIS STUDY

I, _____ (participant name), confirm that the person asking my consent to take part in this research has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation.

I have read (or had explained to me) and understood the study as explained in the information sheet.

I have had sufficient opportunity to ask questions and am prepared to participate in the study.

I understand that my participation is voluntary and that I am free to withdraw at any time without penalty (if applicable).

I am aware that the findings of this study will be processed into a research report, journal publications and/or conference proceedings, but that my participation will be kept confidential unless otherwise specified.

I agree to the recording of the <insert specific data collection method>.

I have received a signed copy of the informed consent agreement.

Participant Name & Surname..... (please print)

Participant Signature.....Date.....

Researcher's Name & Surname.....(please print)

Researcher's signature.....Date.....

APPENDIX E: SAPS Permission to Conduct Research

South African Police Service



Suid-Afrikaanse Polisie

Privaatsak Private Bag X94	Pretoria 0001	Faks No. Fax No.	(012) 393 2128
-------------------------------	------------------	---------------------	----------------

Your reference/U verwysing:

My reference/My verwysing: **3/34/2**

THE HEAD: RESEARCH
SOUTH AFRICAN POLICE SERVICE
PRETORIA
0001

Enquiries/Navrae: Lt Col Joubert
AC Thenga
Tel: (012) 393 3118
Email: JoubertG@saps.gov.za

Ms RB Makgati
UNIVERSITY OF SOUTH AFRICA

RE: PERMISSION TO CONDUCT RESEARCH IN SAPS: AN EVALUATION OF THE IMPLEMENTATION OF SECTOR POLICING IN THE YEOVILLE POLICING AREA: UNIVERSITY OF SOUTH AFRICA: MASTERS DEGREE: RESEARCHER: RB MAKGATI

The above subject matter refers.

You are hereby granted approval for your research study on the above mentioned topic in terms of National Instruction 1 of 2006.

Further arrangements regarding the research study may be made with the following office:

The Provincial Commissioner: Gauteng:

- **Contact Person:** Col Peters
- **Contact Details:** (011) 547 9131
- **Email Address :** petersNS@saps.gov.za/ estebethJ@saps.gov.za

- **Contact Person:** Lt C
- **Contact Details:** (011) 547 9131

Kindly adhere to paragraph 6 of our attached letter signed on the **2019-10-30** with the same above reference number.


MAJOR GENERAL
THE HEAD: RESEARCH
DR PR VUMA

DATE: 2019 -11- 20

APPENDIX F: Ethics Approval



UNISA CLAW ETHICS REVIEW COMMITTEE

Date 20200121

Reference: ST 2 of 2020

Applicant: RB Makgati

Dear RB Makgati

Decision: **ETHICS APPROVAL**

FROM 01 January 2020

TO 01 January 2023

Researcher: Ms. Makgati Ramathetje Brenda

Supervisor: Prof R Snyman

An evaluation of the implementation of sector policing in the Yeoville policing area.

Qualification: MA Criminal Justice

Thank you for the application for research ethics clearance by the Unisa CLAW Ethics Review Committee for the above mentioned research. Ethics approval is granted for 3 years.

*The CLAW Ethics Review Committee reviewed the **Low risk application** on 1 January 2020 in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment. The decision was ratified by the committee.*

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.



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Telephone +27 12 429 3111 Facsimile +27 12 429 4156
www.unisa.ac.za

2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the CLAW Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.
7. No research activities may continue after the expiry date **1 January 2023**. Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

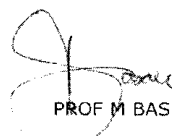
Note:

The reference number ST 2 of 2020 should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

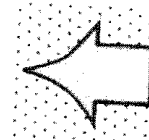
Yours sincerely,



PROF T BUDHRAM
Chair of CLAW ERC
E-mail: budhrt@unisa.ac.za
Tel: (012) 433-9462



PROF M BASDEO
Executive Dean : CLAW
E-mail: MBasdeo@unisa.ac.za
Tel: (012) 429-8603



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APPENDIX G: Turnitin Receipt



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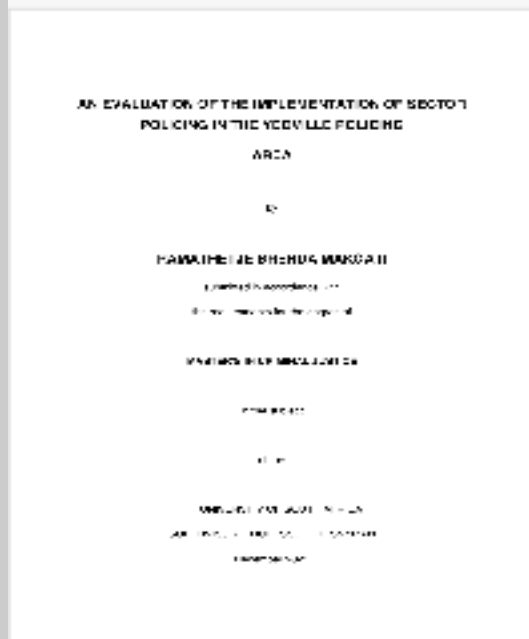
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R Makgati
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